

## Request for Decision

### Council Strategic Plan Final Report

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|---------------|-------------------------|
| Presented To: | City Council            |
| Presented:    | Wednesday, Jul 10, 2019 |
| Report Date   | Wednesday, Jun 26, 2019 |
| Type:         | Managers' Reports       |

#### Resolution

THAT the City of Greater Sudbury approves the 2019-2027 Strategic Plan as presented by the Chief Administrative Officer at the Special meeting of City Council of July 10, 2019.

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

#### Report Summary

This report provides a final draft of the 2019-2027 Strategic Plan for Council's review as well as a report summarizing the actions taken since the first draft of the Plan was developed.

#### Financial Implications

There are no direct financial implications as a result of this report. Future initiatives under the Strategic Plan will be brought forward during budget deliberations as required and appropriate.

#### Signed By

**Report Prepared By**

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Jun 26, 19*

**Financial Implications**

Jim Lister  
Manager of Financial Planning and  
Budgeting  
*Digitally Signed Jun 26, 19*

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

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Jun 26, 19*

# **2019–2027 City of Greater Sudbury Strategic Plan**

## **Purpose**

The purpose of this report is to recommend approval of the 2019–2027 Strategic Plan.

## **Background**

Preparations for developing a new strategic plan started in the third quarter of 2018. In a report presented to Council at its August 14, 2018 meeting, staff described the process that would be used to create a strategic plan that covered a longer time horizon compared to previous strategic plans. It also described the process schedule, noting that councilors expressed interest in starting the strategic plan development process prior to the annual budget development process and finishing the work no later than the end of the second quarter.

Staff provided background information in November that offered context for the development of a longer term strategy and noted that a number of inputs to support strategic planning already exist. For example, in 2018 staff organized and completed a world café on population health, developed master plans and related service delivery strategies, conducted employee, citizen and customer service surveys and updated the corporation's long term financial plan.

In January 2019, Council began its strategic planning process. To date, that process has included:

- A presentation and introduction to strategic planning from Dr. Chris Bart;
- A survey process undertaken by Councillors and the Executive Leadership Team to identify issues and potential strategic themes;
- A public survey to identify issues and potential strategic themes to support Council's workshop discussions;
- A two-day workshop with Council and the Executive Leadership Team to identify priorities;
- An output report for Council's review;
- A first draft Strategic Plan for Council review; and
- Two phases of staff and community input.

The strategic plan presented for Council's approval with this report incorporates feedback received throughout the process as well as staff's judgment on initiatives and projects that support Council's identified priorities.

## **Finalizing the Strategic Plan**

The strategic plan attached to this report (Appendix A) reflects comments received from Councillors, feedback from staff and various stakeholder groups. This section of the report outlines the process that was undertaken to finalize the plan being presented for Council's review.

### ***Council Feedback***

In May, members of Council were invited to provide feedback, which was attributed anonymously, to the first draft of the strategic plan. Staff reviewed and responded to all comments. Those comments as well as staff's response to each are reflected in the attached Feedback and Staff Response (Appendix B). Staff incorporated the feedback received from Council wherever possible while considering additional elements such as alignment with existing plans, consistency with previous Council decisions and practical considerations such as resource availability, timing and coordination requirements with other organizations/stakeholders to produce anticipated outcomes.

### ***Employee Input***

Employees were engaged as part of the process to finalize the strategic plan. A half-day meeting was held with all supervisory staff at the City, facilitated by Dr. Bart, where employees were asked to review and comment on the vision, mission, values, and strategic priorities identified by Council. Additionally, members of the Executive Leadership Team sought feedback within their respective staff groups. Feedback has been incorporated wherever possible into the plan. All employees were also encouraged to review the strategic plan's first draft and provide comments via our "Over to You" engagement platform.

### ***Public Input***

Public input opportunities existed throughout the strategic planning process. In January, via the corporation's "Over to You" engagement portal, residents were invited to comment on potential themes and issues a new strategic plan could address. Feedback received informed material prepared for Council's strategic planning workshop in March.

Following Council's review of its workshop output, staff prepared a first draft of the strategic plan. This was made available to the public for input for two weeks in May. Members of the public were invited to provide feedback on the vision, mission, values, and strategic priorities. There was also an opportunity for participants to share any additional thoughts on the plan. All those who participated in the first phase of engagement earlier in the year were specifically invited to comment on the first draft of the plan.

Approximately 500 people participated over the entire public input process. Feedback was largely supportive of the plan as presented during the second phase of the process. There were few overarching themes, but a number of comments related to the importance of climate change and infrastructure repair and maintenance. Staff made every effort to ensure that feedback received was reflected in the recommended strategic plan.

As discussed with Council, other mechanisms for members of the public to share their thoughts regarding community priorities included:

- Conversations with members of Council during the 2018 municipal election period;
- The 2018 Citizen Satisfaction Survey; and
- The 2019 Budget public input process.

Feedback received during each of these avenues was used throughout the strategic plan process to reflect community input.

### ***Executive Leadership Team Input***

The Executive Leadership Team reviewed feedback and made adjustments to the plan to most effectively reflect Council's direction while considering organizational context and other input from staff and the public. Specifically, projects and initiatives already part of staff's workplan for 2019, as well as longer-term projects planned for or approved by Council, have been included wherever possible under the relevant strategic plan priority. Some reorganization of goals and initiatives has been undertaken to ensure clarity.

## **The Vision**

As noted, feedback has been incorporated wherever possible into the attached plan. One area that has not been changed, but which has been the subject of editorial comments, is the proposed vision. Two members of Council requested that the vision be edited to incorporate sentiments that, in their view, reflected a more inclusionary perspective. Similarly, feedback received from both staff and members of the public included comments that suggested changes which, generally, reflected a desire to provide stakeholder groups that may not align directly with the specific sectors noted in the vision statement to nonetheless feel connected to it. A number of suggestions made specific reference to including the term "community."

Given that Council defeated a motion during the March workshops to amend the vision statement, staff believes that any changes should be subject to an amendment motion and a further vote by City Council. Otherwise, the vision statement Council prepared during its workshop will be incorporated into the final, published strategic plan.

## **Next Steps**

Upon Council approval of the strategic plan, a designed document will be developed and circulated to Council, employees, and the public as well as made available on the City's website. Staff will align future departmental workplans, budgets, and business plans with the strategic plan. Regular updates will be brought to Council to report on progress made towards the goals.

## Resources

Report to City Council August 14, 2018:

<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=27&id=1245>

Report to City Council dated January 8, 2019:

<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=2&id=1403>

Report to City Council dated February 12, 2019:

<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1304&itemid=16079&lang=en>

Report to City Council dated March 22, 2019:

<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1404&itemid=16491&lang=en>

# 2019–2027 CITY OF GREATER SUDBURY STRATEGIC PLAN

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## 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.

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.

## OUR MISSION:

At the City of Greater Sudbury, we work in partnership with our community to provide global leadership in technological, social and environmental development.

We build and foster a welcoming city that offers outstanding opportunity, wellness and value.

We recognize and appreciate our employees and ensure our staff receive the same level of respect and commitment they are expected to give to the community.

We are focused on fiscal, social and environmental responsibility for current and future generations. With trusted leadership and innovation, we provide resilient, dependable, accessible services and progressive policies that promote sustainable progress.

We work today to fulfill the needs of all those who work, live, visit, invest, and play in our city.

## OUR VISION:

*To be a world class centre of excellence showcasing our expertise in mining, environmental stewardship, education and healthcare.*

## OUR VALUES:

### 1. Innovation

We continuously find improvements to meet our communities' changing needs.

### 2. Integrity

We are fair and consistent. We deliver on our promises and acknowledge our mistakes.

### 3. Respect

We show deep respect for everyone – employees, residents, and visitors – and for the communities in which they live.

### 4. Foresight

We act today in the interests of tomorrow.

### 5. Trust

Actions speak louder than words. We do what is right, always.

### 6. Compassion

We care about our residents, employees and businesses, and how they relate to our services. We find the right solutions for their needs.

## STRATEGIC OBJECTIVES AND GOALS

### 1. Asset Management and Service Excellence

Planning for, building and maintaining sustainable infrastructure is critically important. The City owns in excess of \$3 billion worth of infrastructure. Our assets include roads, underground infrastructure like water and wastewater pipes, buildings such as arenas and libraries, fleet vehicles including transit buses and snow plows, and more. Asset management and renewal includes initiatives designed to maximize the City's value from investments in physical infrastructure.

Effective asset management and renewal relies on an organization that demonstrates a willingness to plan, implement, and innovate in accordance with short- and long-term priorities.

It is part of a complex, comprehensive system of attitudes, policies and processes that reflects a commitment to produce effective results while making the best use of limited resources.

Initiatives that address this priority not only enable reliable service delivery, they also minimize costs for taxpayers in the long term and make our city an attractive, economically competitive place to live and work.

1.1 Optimize Asset Service Life Through the Establishment of Maintenance Plans

1.2 Establish Sustainable Asset Service Levels to Assess Results from Maintenance and Renewal Efforts

1.3 Maximize Value of Relationships with Provincial and Federal Governments to Support Community Infrastructure Goals

1.4 Reinforce Infrastructure for New Development

1.5 Demonstrate Innovation and Cost-Effective Service Delivery

## **2. Business Attraction, Development and Retention**

This goal speaks to Council's priorities to foster economic activity within the private sector, with a focus on job creation and assessment growth. This is advanced by supporting existing businesses, making municipal services efficient and accessible, facilitating partnerships with private industry, and hosting promotional activities to attract targeted sectors. These initiatives make Greater Sudbury an attractive place to do business, signaling that we welcome businesses and enable them to thrive. Whether a business is considering Greater Sudbury as a new home or an existing local company is looking to expand, there is a local government that will support them.

2.1 Build Economic Development Initiatives to Support Existing Businesses, Attract New Businesses and Promote Entrepreneurship

2.2 Position Greater Sudbury as the Global Leader in Mining and Mining Supply/Service Innovation

2.3 Strengthen Business and Development Processes and Services to Support Business Growth

2.4 Revitalize Downtown Sudbury with Public Investment that Supports and Leverages Private Investment



### 3. Climate Change

Climate change affects our everyday lives, impacting our environmental, social, and economic well-being. Governments at all levels have a role to play in taking positive action to combat climate change. This goal shows the municipality's interest in, and commitment to, providing leadership in the development and promotion of ideas, policies and actions that positively influence global climate conditions, managing its services in ways that demonstrate good stewardship and encouraging action today in the interests of tomorrow.

3.1 Support Ecological Sustainability

3.2 Develop and Strengthen Strategies and Policies to Mitigate Impact of Climate Change

3.4 Build Climate Resiliency into Existing Programs

### 4. Economic Capacity and Investment Readiness

This objective reflects Council's desire to "prepare the ground" for economic growth across the community. As northern Ontario's largest city and a hub for education, healthcare and employment, we must undertake initiatives that ensure the city maintains its resiliency and competitiveness. This will be achieved through investment in our people and resources, and collaboration with other public sector agencies and senior levels of government. This will enable the City to advance initiatives to sustain our great quality of life and increase our capacity to respond to new opportunities.

4.1 Review Key Core Services and Service Levels

4.2 Leverage Greater Sudbury's Public Sector Assets and Intergovernmental Partnerships to Generate New Economic Activity

4.3 Build on Opportunities Resulting from Our Clustered Network of Health and Education Institutions

4.4 Invest in Transformative Facilities, Spaces and Infrastructure Initiatives that Support Economic Activity

4.5 Support the Attraction, Integration and Retention of a Highly Skilled Workforce

4.6 Develop Strategies to Support Indigenous Economic Development Partnerships and Opportunities

4.7 Launch New Initiatives to Attract and Retain More Newcomers for Integration Into New Economic Development Partnerships and Opportunities

## 5. Housing

This goal reflects Council's desire for all citizens, especially vulnerable populations, to have access to safe, affordable, attainable and suitable housing options in the City of Greater Sudbury. The City is a direct provider of social housing, funds housing-related programs, facilitates development and a regulates building safety. In each of these areas, strategic initiatives and activities will advance the overall sector and move the City closer to achieving this goal. This includes initiatives that address transportation, accessibility, aging population and quality of place needs. Whether you are a student, a young person starting a career, a family establishing roots, or a senior who wants to enjoy a comfortable lifestyle, we want you to find a place in our city..

5.1 Expand Affordable and Attainable Housing Options

5.2 Revitalize and Improve Existing Housing Stock

5.3 Develop and Promote Solutions to Support Existing Housing Choices

5.4 Solidify the City's Role in Greater Sudbury Housing Operations

## 6. Create a Healthier Community

Since 2005, the City of Greater Sudbury has pursued goals associated with building a healthy community. This includes efforts that address well-being, environmental sustainability, civic engagement, and social capital. The City must continue to invest in active transportation and sustainable transportation, in our parks and trails, and to encourage and support community gatherings and gathering places. In June 2018, the City of Greater Sudbury facilitated a community-wide effort to create "A Call to Action for Population Health: 2018 – 2028." This effort continues through the newly-established Population Health, Safety and Wellbeing Advisory Panel which will also respond to a provincial mandate to work in partnership with the Greater Sudbury Police Service to establish a community safety plan. This strategic goal reflects the continued desire of Council to effect change within the Greater Sudbury community to improve health, economic and social outcomes for its citizens.

6.1 Advance Population Health Agenda

6.2 Invest in Infrastructure to Support Community Recreation with a Focus on Quality of Life

6.3 Strengthen Indigenous Relations Towards Reconciliation

6.4 Work with Health Stakeholders to Determine Appropriate Role in Local Health Team Development

6.5 Build Community Pride through Internal and External Promotion of the City

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*2019-2027 City of Greater Sudbury Strategic Plan (Second Draft)*

## STRATEGIC INITIATIVES

### 1. Asset Management and Service Excellence

#### 1.1 Optimize Asset Service Life Through the Establishment of Maintenance Plans

- A. Continue the evolution of the organization's asset management and benchmarking initiatives to improve service performance, reduce enterprise risk and strengthen business planning
- B. Emphasize how new assets can improve service delivery and costs, and use zones within our large geography to make existing services available while retiring old, costly, uneconomic assets.

#### 1.2 Establish Sustainable Asset Service Levels to Assess Results from Maintenance and Renewal Efforts

- A. Ensure the Long Term Financial Plan regularly reflects the latest available information about infrastructure renewal needs
- B. Establish Asset Management Plans for every asset class to identify an appropriate mix of maintenance and replacement needs to sustain service levels
- C. Improve road quality to ensure that there is a defined Pavement Condition Index standard for both arterial and local roads
- D. Conduct research, benchmarking and experimentation to ensure road maintenance practices reflect appropriate best practices
- E. Update the Official Plan to reflect Transportation Background Study Update and Water/Wastewater Master Plan
- F. Incorporate environmental performance considerations such as total carbon footprint calculations when making choices about asset renewal

#### 1.3 Maximize Value of Relationships with Provincial and Federal Governments to Support Community Infrastructure Goals

- A. Create a community intergovernmental relations team to monitor and advocate for Greater Sudbury's interests
- B. Identify options and support related efforts throughout the municipal sector to secure new revenue tools for municipalities
- C. Ensure government relations and networking efforts are deliberate and follow plans designed to help support Council's vision
- D. Continue to develop partnerships with local First Nations groups and Indigenous citizen groups to support the achievement of community infrastructure goals

#### 1.4 Reinforce Infrastructure for New Development

- A. Develop an employment land strategy and community improvement plan that links infrastructure and economic development and ensures that the City has an adequate supply of serviced employment land and incentive framework in place to stimulate investment, development and job creation.
- B. Ensure the City has an adequate supply of serviced employment land and incentive framework in place to stimulate investment, development and job creation
- C. Ensure a balance in economic development focus including regional business development and continued pursuit of large-scale inbound investment.
- D. Prioritize economic development opportunities in our operating and capital project choices
- E. Complete a Community Safety Station revitalization review to address the long-term fiscal and operational sustainability of the facilities

#### 1.5 Demonstrate Innovation and Cost-Effective Service Delivery

- A. Develop a program of regular service reviews that examine options for improving service levels and/or reducing the City's net costs
- B. Implement the Transit Action Plan in 2019 and continue efforts to expand ridership through innovative and responsive system improvements
- C. Replace the City's Customer Relationship Management (CRM) system
- D. Maximize the benefits of technology in the City's service delivery processes, in accordance with the City's IT Strategy, to improve the service experience for citizens, customers, and employees
- E. Continue the evolution of business planning, financial and accountability reporting systems to support effective communication with taxpayers about the City's service efforts and accomplishments
- F. Implement the City's Customer Service Strategy including regular reporting associated with customer service standards
- G. Implement the City's Communications Strategic Plan, including a review of communication programs to maximize effectiveness
- H. Develop and implement a human capital management plan

## 2. Business Attraction, Development and Retention

### 2.1 Build Economic Development Initiatives to Support Existing Businesses, Attract New Businesses and Promote Entrepreneurship

- A. Manage development fees to make Greater Sudbury a competitive place to establish or grow a business
- B. Invite and encourage private sector proposals for collaborative projects
- C. Work with existing employers to grow businesses by attracting new employees and supporting existing businesses
- D. Pilot large-scale entrepreneurship skills development and attraction strategy by leveraging the Regional Business Centre collaboration network and resources
- E. Support the establishment of the Downtown Business Incubator, a physical space and associated programming to help new business startups launch and scale-up
- F. Promote new development in agriculture and aquaculture opportunities

### 2.2 Position Greater Sudbury as the Global Leader in Mining and Mining Supply/Service Innovation

- A. Market and invest in Greater Sudbury as the global centre for mining innovation and mining supply and service expertise
- B. Build strong relationships with the Mining and Mining Supply and Services Sectors to ensure that our business systems and infrastructure meet the needs of these sectors
- C. Create plans that leverage the full capacity of the Greater Sudbury and Northern Ontario Mining Cluster to support further integration and expansion
- D. Further develop and share Greater Sudbury's successes with greening experience and expertise in remediation of water sources and land

### 2.3 Strengthen Business and Development Processes and Services to Support Business Growth

- A. Strengthen interdepartmental structures and initiatives such as the Sudbury Planning Application Review Team (SPART) and the Special Events Interdepartmental Team to increase efficiency, facilitate development and create opportunities for "one stop" processing for investors, developers, and other clients such as conference hosts, event organizers and film productions
- B. Continue to implement the Land Information Management System, which will transform the development and building permit approval processes
- C. Support and monitor the effectiveness of the new Development Ambassador pilot program and make recommendations for improvements in 2021
- D. Complete the Development Fee Review Study to define an appropriate fee structure for planning applications
- E. Continue the development of enterprise-wide customer service standards, training, and tools to support enhanced business application practices

## 2.4 Revitalize Downtown Sudbury with Public Investment that Supports and Leverages Private Investment

- A. Continue implementation of The Junction vision
- B. Update and implement the Downtown Master Plan

### 3. Climate Change

#### 3.1 Support Ecological Sustainability

- A. Ensure appropriate and financially sustainable policies are developed to protect and enhance the natural environment, protect natural heritage resources, and promote safe and respectful use of natural resources
- B. Implement actions to support Council's declaration of a climate change emergency, for example by supporting clean air projects in collaboration with the mining sector

#### 3.2 Develop and Strengthen Strategies and Policies to Mitigate Impact of Climate Change

- A. Complete and implement Community Energy and Emissions Plan that will provide guidance to reduce greenhouse gas emissions
- B. Prepare a corporate-wide Climate Change Adaptation Strategy that will guide preparations for and dealing with challenges resulting from severe weather-related events, ranging from drought, floods, ice storms and heavy winds

#### 3.4 Build Climate Resiliency into Existing Programs

- A. Review and update urban wildland fire guidelines
- B. Review and update stormwater guidelines
- C. Establish an infrastructure sustainability panel to provide advice and support decisions regarding changes or investments in our infrastructure to achieve greater levels of sustainability
- D. Strengthen/prioritize emergency response and preparedness, both by the City and by citizens themselves

## 4. Economic Capacity and Investment Readiness

### 4.1 Review Key Core Services and Service Levels

- A. Conduct a core services and service level review
- B. Maintain a long-range financial plan that enables the City to anticipate and respond to emerging issues and changes in its operating environment

### 4.2 Leverage Greater Sudbury's Public Sector Assets and Intergovernmental Partnerships to Generate New Economic Activity

- A. Identify increased opportunities for collaboration and cooperative partnerships between both private and public sector
- B. Complete the existing nodes and corridors strategy to ensure that strategic centres and corridors are ready for investment that complements transit and active transportation strategies
- C. Update the Brownfield Strategy and Community Improvement Plan, Downtown Community Improvement Plan, Town Centre Community Improvement Plans and Affordable Housing Community Improvement Plans
- D. Ensure municipal capital project priorities appropriately consider economic impacts and the potential for private development
- E. Encourage immigration in conjunction with Federal and Provincial programs

### 4.3 Build on Opportunities Resulting from our Clustered Network of Health and Education Institutions

- A. Establish strong ties and strategic initiatives with the educational and health care institutions and plans to promote their sustained growth
- B. Market and invest in Greater Sudbury as a centre of healthcare, healthcare technology, and healthcare innovation

### 4.4 Invest in Transformative Facilities, Spaces and Infrastructure Initiatives that support Economic Activity

- A. Achieve project milestones associated with Council's "Large Projects"
- B. Highlight major infrastructure projects
- C. Ensure water/wastewater infrastructure demonstrates high-quality, progressive policies, compliance with all provincial regulations and a sustainable financing plan
- D. Support private, Provincial and Federal programs to improve rural broadband

### 4.5 Support the Attraction, Integration and Retention of a Highly Skilled Workforce

- A. Mobilize public and private resources to address current skills gap and future workforce needs
- B. Develop a talent attraction and retention strategy, to ensure we are basing our actions on data and best practices.



- C. Pilot large-scale entrepreneurship skills development and attraction strategy
- D. Undertake targeted communications strategies in major centres of the province/nation to attract enterprise and workforce

#### 4.6 Develop Strategies to Support Indigenous Economic Development Partnerships and Opportunities

- A. Continue regular dialogue with Atikameksheng Anishnawbek and Wahnapiatae First Nations
- B. Develop and implement mechanisms to support continued participation of Indigenous and First Nations communities in the economic vitality of the community

#### 4.7 Launch New Initiatives to Attract and Retain More Newcomers for Integration Into New Economic Development Partnerships and Opportunities

- A. Encourage migrants from other countries and other parts of Canada to settle here
- B. Tie immigration to talent attraction efforts
- C. Invest in newcomer and multicultural settlement initiatives
- D. Continue to recognize the economic and cultural strength of the local Francophone community and explore partnerships and programs that support its growth
- E. Support the tourism sector and implementation of the Municipal Accommodation Tax to leverage the benefits it will provide for advancing the goals of the Tourism Strategy
- F. Implement strategic marketing campaigns targeted at people who visit Greater Sudbury, as well as people considering settling in the community

## 5. Housing

### 5.1 Expand Affordable and Attainable Housing Options

- A. Continue to strengthen local partnerships to address vulnerable populations and advocate for increased provincial and federal support
- B. Develop education and outreach program to promote existing affordable housing policies and programs such as the Affordable Housing Community Improvement Plan, joint tenants in common, and more.
- C. Develop a municipal affordable housing land strategy and a surplus school evaluation strategy.

### 5.2 Revitalize and Improve Existing Housing Stock

- A. Advance social housing revitalization plan
- B. Support deconcentration of affordable housing

### 5.3 Develop and Promote Solutions to Support Existing Housing Choices

- A. Improve services/housing for all those living or seeking to live in Greater Sudbury
- B. Encourage retirement residences in our town centres as part of the nodes and corridors strategy.
- C. Develop our capacity to be an age-friendly community by providing services to keep people in their home, like community paramedicine programs, and supporting equitable access to transportation

### 5.4 Solidify the City's Role in Greater Sudbury Housing Operations

- A. Support tenant policies and programs that encourage self-direction and integration into the wider community

## 6. Create a Healthier Community

### 6.1 Advance Population Health Agenda

- A. Support the Population Health, Safety, and Well-being Advisory Panel in its effort to develop a Community Safety and Wellness Plan by January 2021, including facilitating the future work of the panel to act as the focal point for integration of wider population health goals
- B. Deliver City-led goals from Population Health Call to Action 2018-2028, including implementing the Age-Friendly Strategy and ensuring accessibility
- C. Achieve Compassionate City Designation
- D. Encourage volunteerism in our community
- E. Enhance the effectiveness of our community-based response to support people supporting individuals experiencing addictions and mental wellness challenges
- F. Develop community paramedic programs to meet the needs of vulnerable populations and reduce emergency responses and hospital admissions

### 6.2 Invest in Infrastructure to Support Community Recreation with Focus on Quality of Life

- A. Promote Greater Sudbury as a great northern lifestyle alternative for workers regardless of where the company they work for is located
- B. Celebrate the successes of the municipality and our employees
- C. Undertake a review of the Parks, Open Space and Leisure Master Plan and consider elevating parks and natural areas status by maximizing natural opportunities and outdoor experience development
- D. Maintain the Arts and Culture grant program to support and leverage a thriving cultural sector

### 6.3 Strengthen Indigenous Relations Towards Reconciliation

- A. Establish regular and respectful systems of communication with Indigenous citizens and neighbouring First Nations
- B. Work with community partners to establish and enhance linkages for Indigenous citizens
- C. Establish and implement an organizational plan to respond to the Truth and Reconciliation Calls to Action

### 6.4 Work with Health Stakeholders to Determine Appropriate Role in Local Health Team Development

- A. Support leadership of Health Sciences North on regional level
- B. Leverage the City's strengths in long-term care and community paramedicine in support of regional solutions

## 6.5 Build Community Pride through Internal and External Promotion of the City

- A. Implement a campaign to recognize and celebrate the strengths of the City
- B. Support a local culture of embracing the different lifestyles available (urban, suburban and rural) that make up Greater Sudbury
- C. Promote the unique nature and value of our quality of life
- D. Develop a community engagement framework and strategy that focus on ensuring consistent and authentic engagement opportunities for citizens
- E. Develop a global brand depicting a community growing on the basis of science, technology, prosperity and wellness



## **Councillors' Responses**

### **Regarding the Strategic Planning Retreat Output Report**

**Prepared by**

**Dr. Chris Bart, FCPA, F.CIoD, C.Dir**

Here are the comments from the City of Greater Sudbury Council Members in response to the Consultants' request for feedback regarding the City's Strategic Planning Retreat Output Report.

The responses have been summarized here, in the left column, with a best effort to preserve anonymity.

In the right column are the management responses to each comment.

| <b>Councillor Comments<br/>(Anonymously attributed)</b>  | <b>Management Responses</b>  |
|--|--|
| I have reviewed the report and I am comfortable with everything that has been included in the document. There is nothing further I would add or change.  | Thank you.   |
| <p>I am completely comfortable with the overall direction and content of the document you sent.</p> <p>Rationale:</p> <ol style="list-style-type: none"> <li>1. It is forward looking (though I would really like to find a better word than "foresight"....my thesaurus was of no help.)</li> <li>2. It is forward action oriented.</li> <li>3. I think the MVV reflect the majority of council</li> <li>4. I hope this will be spring board to our efforts to get and stay in front of issues</li> <li>5. I believe it reflects and challenges us to do what we need to do to tackle our biggest hurdle: lots of infrastructure and geography and too few people to pay for it.</li> </ol> | Thank you, we will certainly take this in to consideration.                      |
| I am "considerably" on board with everything in the document except for (one item) – <i>comment deleted to preserve anonymity</i> ).   | Thank you. Pleased there is only one item of concern.                            |
| Overall I am moderately satisfied with the report.   | Thank you.   |
| Is this is a computer generated exercise?  | No.  |
| The major issues that upset me the most is how you refer in this report as being remote and as a retreat.  | Thank you, we will refer to it in future as online exercise and offsite meeting. |

| <b>Councillor Comments<br/>(Anonymously attributed)</b>   | <b>Management Responses</b>  |
|---|--|
| I find pages 5-7 to be fine.  | Thank you.   |
| There seems to be considerable repetition throughout this document that being said I would like it condensed if possible.   | Thank you. The repetition will be reduced where possible. Comment taken in to consideration as we produce next document.   |
| Found that the second day of the session, we could have had more interaction with staff. The first day was really great in that regard, and we all provided input in a valuable way. The second day felt like it lacked an opportunity to include and incorporate the input of staff.   | <p>Thank you. We are confident that staff's input was captured in the report.</p> <p>We feel that staff provided all the input that was necessary to allow Council to have final say on the work completed.</p>  |
| Found that the checking boxes alignment exercise (as I previously mentioned), was perhaps not the best use of our time. We spent a few hours checking all of those boxes for alignment. It did not feel like we were doing much beyond a basic litmus test, as with the subjectivity of the perception, and thirteen perspectives, pretty well everything ended up checked. It also could likely have been done much faster with better utilization of technology. Anyways, I just wanted to let you know that I believe something else would have been better use of our very valuable and very limited time together. | <p>Thank you.</p> <p>We're taking your suggestions and thoughts regarding alignment into full consideration as we produce the strategic plan.</p>  |
| I want to voice my concern that so much of the material that we used for the strategic planning process was from the survey, and that we were required to respond to the survey <b>before</b> we had received the results of our community consultation. I did not find there was a great deal of opportunity to introduce information or material outside of what had been originally submitted, and am concerned that it limited the impact of our community consultation on our plan.  | <p>Thank you. We felt it was more appropriate to consult the community after consolidating our own thinking and then ask for input.</p> <p>The consultation with Council and community will provide an opportunity for an introduction of new ideas.</p> |

| <b>Councillor Comments<br/>(Anonymously attributed)</b>  | <b>Management Responses</b>  |
|--|--|
| <b><i>Values, Mission, and Vision Concerns</i></b>   |  |
| The lead-in on the Values page should read "City of Greater Sudbury Values:" instead of "The Values of the City of Greater Sudbury are:"   | Thank you.   |
| Since Integrity means "the practice of being Honest" Value #3, Honesty, can be removed.  | Thank you. However, integrity encompasses more than honesty as it is defined in the value statement. |
| Respect goes with Compassion, so combine them as "Compassion & Respect" and change the interpretive phrase to read "We care about & respect our residents, employees, visitors and businesses" instead of " We care about our residents, employees and businesses" | Thank you but we feel they are separate and distinct values that need to be communicated separately. |
| Two councillors state that the Vision should be "A Centre of excellence and opportunity - a well connected vibrant community of communities living together within our beautiful City of Lakes"  | Thank you. We will leave it to Council to resolve.   |



| <b>Councillor Comments<br/>(Anonymously attributed)</b>   | <b>Management Responses</b>   |
|---|---|
| <p>In terms of the vision, I have been sharing the current one with friends (attempting to be objective), and have not had a great deal of positive feedback. Most people find it uninspiring, and unrelated to them. Without that connection, I don't see how this vision will serve or guide us. I have sent a submission to my colleagues for consideration, and I have been working on another alternative with some of their feedback.</p> <p>I believe that we need to have something that speaks to our capabilities as a municipality, and also connects with more people from our community. I hope that we can include some more work on this in the Strategic Planning process and would ask how best could we incorporate any change or opportunity for dialogue into this process going forward?</p> | <p>Thank you. We will leave it to Council to resolve as the strategic planning process proceeds.</p>          |
| <b><i>Strategic Priority Concerns</i></b>   |   |
| <p>The text describing Strategic Priority #3 be changed to: "mitigate the risks and adapt our activities as a result of climate change." instead of "mitigate the risks introduced by climate change."</p>  | <p>Thank you. We will incorporate this change.</p>  |
| <p>Merge Strategic Priority #2 and #4 as they address the same issues. Also #5 and #6 are much the same. Thus two more priorities could be addressed.</p>   | <p>Thank you. We will revisit and refine the descriptions of these priorities to make them more distinct.</p> |
| <p>Simplify the title of Strategic Priority #4 to "Growing Our Economic Capacity"</p>   | <p>Thank you. Once we revisit the description, the current title will remain appropriate.</p>                 |

| <b>Councillor Comments<br/>(Anonymously attributed)</b>  | <b>Management Responses</b>  |
|--|--|
| Merge Strategic Priority #2 and #4 since "they are so intertwined."  | Thank you. We will revisit and refine the descriptions of these priorities to make them more distinct.                 |
| Change the description of Strategic Priority #4 to " Growing our economic capacity recognizes the importance of investing in our infrastructure with an eye to incentivizing growth and attracting an educated workforce/talent. As Northern Ontario's largest city and a hub for education, healthcare and mining/mining supply & services, the municipality must undertake initiatives that enable economic growth. Whether that involves the investment in road or water/waste water capacity or providing public amenities that will attract talent/workforce. Increase our capacity to grow our economy and assessment base." | We believe that with our redefinition of the strategic priority, the current title and definition remains appropriate. |
| Change the wording in the description of Strategic Priority #5 to "aging population and attainable/affordable housing " from "aging population and quality of place needs".  | Thank you. We will make that change.   |
| "I wonder whether #6 of the Strategic Priorities could mention the social determinants of health, as we have a fair bit of control over some of those (links to housing, as well as some of the more at-risk members of our community)."   | Thank you. We agree and will change the definition accordingly.  |
| Change the description of Strategic Priority #6 to "Creating a healthier community indicates Greater Sudbury's commitment to further developing the great lifestyle available here and including as many as possible along the way. This includes initiatives that address physical, social and environmental health so that our community can thrive."  | Thank you. We agree and will change the definition accordingly.  |

| <b>Councillor Comments<br/>(Anonymously attributed)</b>   | <b>Management Responses</b>   |
|---|---|
| One councillor questions the phrase "including as many as possible along the way" in the description of Strategic Priority #6, asking "As many what?" | Thank you. We have reviewed and reworded the definition accordingly.  |
| <b><i>Key Success Measures Concerns</i></b>   |   |
| Key Success Measure #2 (Good Governance) should be moved up to #1, and #1 (Infrastructure Quality) should be moved down to #2.                        | This is the ranking that Council approved.  |
| One councillor questions "Community impact upon whom? On each other? On other communities?" for Key Success Measure #5                                | The specific measures related to community impact will clarify this matter.   |
| "Workforce measures [Key Success Measure #6] and population measures [Key Success Measure #8] can be combined as they can work hand in hand."         | Thank you. While we understand they are related, they are also distinct and the specific measures will clarify this matter. |
| Add "Growth" in front of "Measures" in Key Success Measures #6 (Population Measures) and #8 (Workforce Measures)                                      | Thank you. While we understand they are related, they are also distinct and the specific measures will clarify this matter. |

# THE CITY OF GREATER SUDBURY



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## Management's Responses to Feedback Comments on the 2019 Draft Strategic Plan

Presented by:

Dr. Chris Bart, FCPA C. Dir

**Bart & Company Inc.**

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## Comments on the General and Introductory Matter in Response to the CGS Strategic Plan First Draft

| <b>Councillors' Comments</b><br><br><b>(Each response is from a single councillor, unless otherwise indicated)</b>  | <b>Management's Response</b>   |
|---|--|
| <b>Overall</b>  |  |
| The councillor states "I have nothing further to add."  | Thank you!   |
| <b>Introduction</b>   |  |
| Regarding the introduction, the councillor notes:<br><br>"It seems to lack direction. You state that the priorities reflect these elements. What elements? What does environmental centre of the North even mean?"  | We will revise.  |
| Regarding the introduction, the councillor notes:<br><br>"I would like to include something about being the region being a hub of First Nations art and culture, or at least something that includes our local First Nations. I've worked on 34 important First Nations films that were made here in the past few years, heard some great First Nations musicians, and there is a lot of great stuff happening here." | We will review the document to incorporate references to include First Nations and Indigenous throughout the document. |
| Regarding the introduction, the councillor notes:<br><br>"I really like the last line: The (should this read "This?") strategic plan highlights changes City Council wants to make that it believes are fundamentally important for the community's sustainability, economic competitiveness and quality of life."  | We agree.  |



| <b>Councillors' Comments</b><br><br><b>(Each response is from a single councillor, unless otherwise indicated)</b>  | <b>Management's Response</b>   |
|---|--|
| <b>Mission</b>  |  |
| <p>Regarding the Mission, the councillor notes:</p> <p>"The mission has some really good sections, but doesn't feel put together. Everything ultimately needs to be tightened up as it seems as-of-yet underdeveloped. "</p>  | <p>We believe this reflects all of the collaboration with Council.</p> |
| <p>Regarding the Mission, the councillor notes:</p> <p>" I really don't like that leadership is stated twice. I also don't like how many descriptors there are. It seems like we are trying really hard, and I believe this is the result of perhaps too many cooks in the kitchen and not enough refinement."</p>  | <p>We believe this reflects all of the collaboration with Council.</p> |
| <p>Regarding the Mission, the councillor notes:</p> <p>"The first sentence to me doesn't really say anything except that we partner with our community. Perhaps we could combine the first two statements: '<b>At the City of Greater Sudbury, we work in partnership with our community to build a welcoming city that offers outstanding opportunity, wellness and value</b>'. "</p>                    | <p>We believe this reflects all of the collaboration with Council.</p> |
| <p>Regarding the Mission, the councillor notes:</p> <p>"We say build twice. Beyond that we say city twice in the last sentence. I suggest we change the last sentence to: '<b>We work today to fulfill the needs of all those who work, live, visit, invest, and play in Greater Sudbury.</b>' Or simply: '<b>We work for all those who work, live, visit, invest, and play in Greater Sudbury.</b>'"</p> | <p>We agree.</p>   |

| <b>Councillors' Comments</b><br><br><b>(Each response is from a single councillor, unless otherwise indicated)</b>   | <b>Management's Response</b>  |
|--|---|
| <b>Vision</b>  |   |
| <p>Regarding the Vision, the councillor notes that "I feel this vision is already partially attained. I agree that we need to make a higher level of mining excellence a bigger goal, and do believe we have room to grow in the environment, education and healthcare, but we are already a large part of the way there. I do believe that similar to the amended Vision I presented at the retreat that we need to incorporate connectivity of our community as a vision. It speaks to the want to not only ensure a strong infrastructural connection, but also connection as a strong amalgamated City."</p> | <p>While there was consensus on the vision at the workshop, there was feedback since that the vision could be further reviewed. We understand the concern but unless there is clear direction from Council, we are obliged to leave it as is.</p> |
| <p>The councillor states that the Vision should be changed to "A world-renowned centre of excellence and opportunity - vibrant towns well-connected to a flourishing urban core, all set in our beautiful Northern landscape."</p>   | <p>While there was consensus on the vision at the workshop, there was feedback since that the vision could be further reviewed. We understand the concern but unless there is clear direction from Council, we are obliged to leave it as is.</p> |
| <p>The councillor notes:</p> <p>" I strongly dislike this vision. I have sent some suggestions, and asked for an opportunity to re-examine the vision either with council or with [Dr. Bart]. I have not found that there has been a real venue to explore further. I believe that the lack of interest from my colleagues in pursuing the matter further at the strategic planning session was more a result of exhaustion than of satisfaction with the current vision."</p>   | <p>While there was consensus on the vision at the workshop, there was feedback since that the vision could be further reviewed. We understand the concern but unless there is clear direction from Council, we are obliged to leave it as is.</p> |
| <b>Values</b>  |   |
| <p>In the Values section, Innovation, the councillor requests adding "and create our future" to the end of the defining text.</p>  | <p>We believe this reflects all of the collaboration with Council.</p>  |

| <b>Councillors' Comments</b><br><br><b>(Each response is from a single councillor, unless otherwise indicated)</b>  | <b>Management's Response</b>  |
|---|---|
| In the Values section, Integrity, the councillor states "The definition is redundant. We keep our word and deliver on our promises means the exact same thing."   | We feel that the clarity is important and expressed in the current wording. |
| In the Values section, Honesty, the councillor states "The definition is quite problematic. It certainly doesn't sound like we are concerned with the principle of actually being honest, but is instead focused on the results you might get from being honest (a good reputation). I find it makes me feel like the person stating this definition is untrustworthy, as they are not focused on the core issue of honesty."                     | We agree. We will find some alternate wording.                              |
| In the Values section, Respect, the councillor states "I think that this definition is limited only to people, and we need to acknowledge natural environments/places, money, buildings and tools. What about ' <b>At the City of Greater Sudbury we respect: our people - colleagues, residents, and visitors; our place - the lakes, forests, and buildings that make up our home; and the tools and resources that are entrusted to us.</b> '" | We agree.   |
| In the Values section, Trust, the councillor states "The definition is too strongly worded. 'We always try to do what is right' would be more realistic. What is right is also subjective. If someone says 'We do what is right, always', I believe they are either lying or a fool. I would suggest we consider something along the lines of ' <b>We always try to tell the truth, do what is right, and be there when needed.</b> ' "           | We believe this reflects all of the collaboration with Council.             |
| In the Values section, Compassion, the councillor asks to change the word "solution" to "solutions" in the defining text.   | We agree.   |
| In the Values section, the councillor notes "I think this one misses the mark, and don't think that finding "the right solution for their needs" has much to do with compassion. Maybe something like ' <b>We care about our residents, employees and businesses. We always try to consider and appreciate their circumstances to best serve their needs.</b> '"  | We believe this reflects all of the collaboration with Council.             |

| <b>Councillors' Comments</b><br><br><b>(Each response is from a single councillor, unless otherwise indicated)</b>   | <b>Management's Response</b>  |
|--|---|
| <p>In the Values section, the councillor notes:</p> <p>" Seeing as how Integrity, Honesty, and Trust have a lot of overlap, and I believe the definitions need some work, I wonder whether this could be pared down. I would suggest Honesty should be a given, is covered by Trust and Integrity, and that we drop it as a value altogether. The definitions of Trust and Integrity will pick up the slack.</p> <p>Integrity could use the definition '<b>We strive to be fair, consistent, deliver on our promises and acknowledge our mistakes.</b>'"</p> | <p>We agree and will suggest changes that reflect the direction here.</p> |
| <b>Strategic Objectives and Goals</b>  |   |
| <p>Under Strategic Objectives and Goals, Section 1, a note attached to "Infrastructure" reads:</p> <p>"This number of \$2.8B seems off. We have a \$3.1B infrastructure deficit (KPMG). Not sure where you got \$2.8B, but we could have communication issues with this number of \$2.8B, as in it makes our debt look bigger than our assets."</p>  | <p>We will change it to \$3 billion.</p>                                  |
| <p>Under Strategic Objectives and Goals, Section 1, the councillor notes " Opening a sentence with 'Assets that are targeted in this goal' is confusing. How about simply saying '<b>Our assets include roads, underground infrastructure like water and wastewater pipes, buildings like arenas and libraries, fleet vehicles like transit buses and snow plows, and much more.</b>'"</p>   | <p>We will edit accordingly.</p>  |
| <p>Under Strategic Objectives and Goals, Section 2, the councillor comments ""</p>   |   |

| <b>Councillors' Comments</b><br><br><b>(Each response is from a single councillor, unless otherwise indicated)</b>   | <b>Management's Response</b>   |
|--|--|
| <p>Under Strategic Objectives and Goals, Section 2, A note attached to Item 2.4 reads:</p> <p>"I do not believe that Downtown Sudbury can be singled out here. Rather I believe that a look and solution for all of our downtowns can be one of the goals, that being the residential and commercial densification of our downtowns."</p>  | <p>We disagree. This is about the Junction and other projects as identified in the Downtown Master Plan.</p> |
| <p>Under Strategic Objectives and Goals, Section 3, the councillor notes "The blurb is good. Should the action items include any of our actual plans? Our upcoming Emissions and Adaptation/Mitigation plans? What about something that isn't so global, but focuses locally on protecting our lakes and forests?"</p>   | <p>The detailed tactics will fall under these broader categories.</p>  |
| <p>Under Strategic Objectives and Goals, Section 4, the councillor notes "I think this one looks great too."</p>   | <p>Thank you.</p>  |
| <p>Under Strategic Objectives and Goals, Section 5, a note attached to "Housing" reads:</p> <p>"This is being too narrowly defined. It leans too heavily toward housing provided by the city. This goal should also encompass the importance of the city to maintain its very attractive position as having overall attainable housing, a position which goes a long way to attracting that highly skilled work force mentioned in the previous goal."</p>   | <p>We will include a reference to attainable housing.</p>  |
| <p>Under Strategic Objectives and Goals, Section 5, the councillor notes "The first sentence is very long and might be missing an 'and' - 'The goal reflects Council's desire to ensure that all citizens, especially vulnerable populations, feel welcome and supported, have access to safe, affordable and suitable housing options in the City of Greater Sudbury.'</p> <p>How about simplifying it to: <b>'This goal reflects Council's desire to ensure that all citizens, especially vulnerable populations, have access to safe, affordable and suitable housing options in the City of Greater Sudbury.'</b>"</p> | <p>We agree.</p>   |

| <b>Councillors' Comments</b><br><b>(Each response is from a single councillor, unless otherwise indicated)</b>  | <b>Management's Response</b>   |
|---|--|
| <p>Under Strategic Objectives and Goals, Section 6, the councillor requests "Drop 'relentlessly' from the first sentence. It's trying way too hard and is stronger without it.</p> <p>Also a few things I would consider adding: Investing in active transportation and sustainable transportation. Investing in our parks and trails. Encouraging and supporting community gatherings and gathering-places."</p> | <p>We agree to remove "relentlessly".</p> <p>We agree and will edit accordingly.</p> |

## Councillors' Comments Relating to Specific Content Items

| <b>Councillors' Comments</b><br><br><b>(Each response is from a single councillor, unless otherwise indicated)</b>   | <b>Management's Response</b> |
|--|------------------------------|
| <p>The following are colour-coded. The BLACK TEXT is used to denote the specific &amp; numbered content items referenced in the Strategic Plan First Draft, thereby providing context for the participants' comments.</p> <p>The GREEN TEXT represents the verbatim comments from one or more Council members on SPECIFIC NUMBERED ITEMS in the First Draft Strategic Plan. In the event that multiple Councillor responses are referenced in the same section, the labels - "First Councillor", "Second Councillor" etc. – are used to identify different Councillors' remarks.</p> |                              |

| <b>Councillors' Comments</b><br><br><b>(Each response is from a single councillor, unless otherwise indicated)</b>  | <b>Management's Response</b>               |
|---|--|
| <b>Strategic Priority #1: Asset Management and Renewal</b>  |  |
| <p><b>1.1 B. Emphasize how new assets can improve service levels and use zones within our large geography to make existing services available while retiring old, costly, uneconomic assets.</b></p> <p>Revise to "Emphasize how new assets can improve service levels delivery and costs and use zones within our large geography to maintain make existing services available while retiring old, costly, uneconomic assets."</p> | <p>We agree and will edit accordingly.</p> |
| <p><b>1.2 D. Improve road quality so that the Pavement Condition Index for arterial roads is a defined standard for arterial and local roads</b></p> <p>Delete "and local"</p> <p>Comment provided "I do not think that the pavement standards should be the same for arterial and local roads."</p>  | <p>We agree and will edit accordingly.</p> |
| <p><b>1.3 Maximize Value of Relationships with Provincial and Federal Governments to Support Infrastructure Goals</b></p> <p>Insert "Community and" before "Infrastructure".</p>  | <p>We agree and will edit accordingly.</p> |



| <b>Councillors' Comments</b><br><b>(Each response is from a single councillor, unless otherwise indicated)</b>  | <b>Management's Response</b>   |
|---|--|
| <b>1.3 A. Create a community intergovernmental relations team to monitor and advocate for Greater Sudbury's interests</b><br><br><b>Revise to "Create a community intergovernmental relations team to monitor and establish co-ordinated advocacy efforts for Greater Sudbury's interests".</b> | We disagree and we believe the existing wording captures the same sentiment. |
| <b>1.3 C. Ensure Government Relations and Networking Efforts Are Deliberate and Follow Plans Designed to Help Support Council's Vision</b><br><br><b>Insert "Community" before "Government".</b>  | We disagree.   |
| <b>1.5 Ensure Current Programs and Assets are Optimized for Sustainability and Effectiveness</b><br><br><b>Add "1.5 G. Investigate innovative and cost effective ways to deliver current city services."</b>  | We agree.  |
| <b>Strategic Priority #2: Business Attraction, Development and Retention</b>  |  |

| <b>Councillors' Comments</b><br><br><b>(Each response is from a single councillor, unless otherwise indicated)</b>   | <b>Management's Response</b>   |
|--|--|
| <b>2.1 D. Pilot large scale entrepreneurship skills development and attraction strategy by leveraging the Regional Business Centre collaboration network and resources</b><br><br>Revise to "Pilot large scale entrepreneurship skills development and attraction strategy by leveraging the local providers of public education and volunteer based community groups in addition to the Regional Business Centre collaboration network and resources" | This is implied and included in the statement.   |
| <b>2.1 G. Promote new development in agriculture opportunities</b><br><br>First Councillor commented: "Where did this come from? I do not recall any mention of promoting agricultural opportunities at our strat. planning sessions."<br><br>Second Councillor: Insert "and aquaculture" before "opportunities"   | This was captured in the notes from the workshop. Aquaculture and agriculture are one in the same for the purposes of this plan. |
| <b>2.1 H. Identify opportunities to optimize the value and attractiveness of commercial, industrial and institutional zoned land</b><br><br>Insert "free up the availability, and" before "optimize the value"   | We disagree and feel the current wording is inclusive of this suggestion.  |
| <b>2.2 E. Adopt Global Mining Hub as overarching goal for growth and development</b><br><br>Revise to "Adopt Global Hardrock Underground Mining Technology and Innovation Hub as overarching goal for growth and development"  | We disagree and feel the current wording is inclusive of this suggestion.  |

| <b>Councillors' Comments</b><br><b>(Each response is from a single councillor, unless otherwise indicated)</b>  | <b>Management's Response</b>                            |
|---|---|
| <p><b>2.2 F. Further development of mining safety to export internationally</b></p> <p>Revise, expand, and re-label to</p> <p>"2.2 F. Further development of Global Mining Safety Technology, Innovation and Training Hub to export internationally</p> <p>2.2 G. Further development of Global Mining Communications and IOT Technologies and Innovation Hub to export internationally</p> <p>2.2 H. Further development of Mineral Exploration Technologies and Innovation Hub to export internationally"</p> | <p>We will revise wording to be more comprehensive.</p> |
| <p><b>2.2 G. Build on environmental initiative successes i.e. re-greening</b></p> <p>Revise and re-label to</p> <p>"2.2 I. Further development of Global Environmental Remediation Hub to export internationally. Building on Bio-Mining, and environmental initiative successes in remediation of water sources and land i.e. re-greening (The Sudbury Protocol)"</p>  | <p>Thank you. We will incorporate your suggestion.</p>  |

| <b>Councillors' Comments</b><br><b>(Each response is from a single councillor, unless otherwise indicated)</b>   | <b>Management's Response</b>  |
|--|---|
| <b>2.2 Position Greater Sudbury as the Global Leader in Mining and Mining Supply/Service Innovation</b><br><br><b>Add items</b><br><br><b>"J. Further development of Medical Research Technologies and Innovation Hub to export internationally</b><br><br><b>K. Attraction and development of Battery-Electric Industry minerals production facilities"</b> | <p>Thank you. We believe that these are included in strategic initiative 2.1.</p>   |
| <b>2.4 Revitalize Downtown Sudbury with Public Investment that Supports and Leverages Private Investment</b><br><br><b>Comment provided: "I find this weak and per my comments above I feel there is a larger opportunity here to please all downtowns including Downtown Sudbury."</b>  | <p>While there was consensus at the workshop, we understand the concern but unless there is clear direction from Council, we are obliged to leave it as is.</p> |

| <b>Councillors' Comments</b><br><b>(Each response is from a single councillor, unless otherwise indicated)</b>   | <b>Management's Response</b>   |
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| <b>2.4 Revitalize Downtown Sudbury with Public Investment that Supports and Leverages Private Investment</b><br><br>Revise to "Revitalize our entire community with Public Investment that Supports and Leverages Private Investment"<br><br>and add<br><br>"2.4 C. Encourage expressions of interest from the private sector<br><br>2.4 D. Continue to advocate with other levels of government for completion of the highway 69-400 four laning project" | Thank you and we believe these concepts have already been incorporated in the document.<br><br>2.4 D is captured in objective 1.3. |
| <b>Strategic Priority #3: Climate Change</b>   |  |
| <b>3.1 B. Support clean air projects in collaboration with the mining sector</b><br><br>Revise to "Support clean air projects CO2 emission reductions and set targets for reduction in collaboration with all local industry, institutions and business the mining sector"   | Will reflect the motion that Council approved about declaring a climate emergency into the strategic plan.                         |
| <b>Strategic Priority #4: Economic Capacity &amp; Investment Readiness</b>   |  |
| <b>4.1 Consider a Complete Review of Key Core Services and Service Levels</b> Revise to "Review Key Core Services and Service Levels"  | We agree.  |

| <b>Councillors' Comments</b><br><br><b>(Each response is from a single councillor, unless otherwise indicated)</b>  | <b>Management's Response</b>  |
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| <b>4.1 A. Municipal governance review</b><br><br><b>Remove.</b>   | We will distinguish the required ward boundary review from other governance review work that Council can undertake. |
| <b>4.1 B. Perform a Core Service and service level review</b><br><br><b>Revise and re-label to "A. Review Key Core Services and service levels as prioritized by Council"</b>   | This is captured in 4.1.  |
| <b>4.1 C. Maintain a long range financial plan that enables the City to anticipate and respond to emerging issues and changes in its operating environment</b><br><br><b>Re-label to 4.1 B.</b>   | We will revise accordingly.   |
| <b>4.5 C. Update the Brownfield Strategy and Community Improvement Plan, Downtown Community Improvement Plan, Town Centre Community Improvement Plan and Affordable Housing Community Improvement Plan</b><br><br><b>Revise to "Update the Brownfield Strategy and Community Improvement Plan, Downtown Community Improvement Plan, Town Centre Community Improvement Plans and Affordable Housing Community Improvement Plans"</b> | We agree.   |

| <b>Councillors' Comments</b><br><b>(Each response is from a single councillor, unless otherwise indicated)</b>  | <b>Management's Response</b>   |
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| <b>4.7 Support the Attraction, Integration and Retention of a Highly Skilled Workforce</b><br><br><b>Comment provided: "Are we perhaps missing an opportunity here to use some connections with our local school boards and post-secondary institutions to spur retention as a large drain on our talent starts directly from high school graduation and then progresses with post-secondary graduation?"</b> | We view this as a potential component of this work.                          |
| <b>4.7 A. Mobilize Public and Private Resources to Address Current Skills Gap and Future Workforce Needs</b><br><br><b>Revise to "Mobilize Public and Private Resources, working with local employers to Address Current Skills Gap and Future Workforce Needs"</b>   | We view this as a potential component of this work.                          |
| <b>4.8 A. Continue regular dialogue with Atikameksheng Anishnawbek and Wahnapiatae First Nations</b><br><br><b>Comment provided: "Having just one item here makes it seem a bit like a token item. I believe we can beef this up with specifying collaboration on industrial growth strategies in respect of our lands, waters and climate change."</b>   | We agree and will incorporate additional initiatives that we are working on. |
| <b>4.9 Launch New Initiatives to Attract and Retain More Newcomers for Integration Into New Economic Development Partnerships and Opportunities</b><br><br><b>Add "4.9 D. Invest in newcomer and multicultural settlement initiatives"</b>  | We agree.  |

| <b>Councillors' Comments</b><br><b>(Each response is from a single councillor, unless otherwise indicated)</b>  | <b>Management's Response</b>  |
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| <b>Strategic Priority #5: Housing</b>   |   |
| <b>5.1 Expand Affordable Housing Options</b><br><br>Add "/Attainable" to "Affordable"<br><br>Comment provided: "This items is too focused on low income. We should also be looking at attainable housing and keeping the affordability of living in Greater Sudbury as one of our assets to attract talent to come live and work in our community." | We agree.   |
| <b>5.1 E. Have four new seniors homes (geared to income) built by 2022</b> Comment provided: "Owned and operated by whom?"  | We will remove 5.1 E as it is a tactic that is more appropriately addressed in an annual budget discussion. |



| <b>Councillors' Comments</b><br><b>(Each response is from a single councillor, unless otherwise indicated)</b>   | <b>Management's Response</b>   |
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| <p><b>5.1 F. Collaborate with School Boards to develop community hubs out of surplus schools.</b></p> <p><b>First Councillor:</b></p> <p><b>Delete item.</b></p> <p><b>Comment provided: "I do not agree that this is a task we should undertake. The City does not need the additional operating costs of more buildings."</b></p> <p><b>Second Councillor:</b></p> <p><b>Comment provided: "I really think this is dead as a strategy. It can certainly come up on a case by case basis, but clearly buying or investing in old assets is not the solution we need for any of our City's fiscal issues."</b></p> | <p>We will remove 5.1 F as it is a tactic that is more appropriately addressed in an annual budget discussion.</p> |
| <p><b>5.1 Expand Affordable Housing Options</b></p> <p><b>Add "F. Encourage the building and availability of smaller homes"</b></p>  | <p>We are currently doing this through the DC policy.</p>  |
| <p><b>5.3 Innovate Solutions to Support Existing Housing Choices</b></p> <p><b>Comment provided: "Why are all these "choices" specific to seniors?"</b></p>  | <p>We will revise the wording to be more inclusive.</p>  |
| <p><b>5.4 A. [no text provided in original document]</b></p> <p><b>Comment provided: "What is missing here?"</b></p>   | <p>We agree and will revise accordingly.</p>   |

| <b>Councillors' Comments</b><br><b>(Each response is from a single councillor, unless otherwise indicated)</b>                                | <b>Management's Response</b>  |
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| <b>Strategic Priority #6:Creating a Healthier Community</b>   |   |
| <b>6.1 B. a. Age-Friendly Strategy</b><br><b>Add clarification to the end "(all ages: Children to Seniors)"</b>                               | Thank you for your comments. We will revise accordingly.                                  |
| <b>6.1 E. We need to rely more on the volunteers in our community.</b><br><b>Revise to "Encourage volunteerism in our community."</b>         | We agree.   |
| <b>6.3 Strengthen Indigenous Relations Toward Reconciliation</b><br><b>Revise to "Strengthen Indigenous Relations Towards Reconciliation"</b> | We will ensure that the wording is consistent with the Truth and Reconciliation document. |
| <b>6.5 C. Promote quality of life</b><br><b>Revise to "Promote a good and balanced quality of life"</b>                                       | We will revise the wording.   |