

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>