



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.

Councillor Comments (Anonymously attributed)	Management Responses
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"> 1. It is forward looking (though I would really like to find a better word than "foresight"....my thesaurus was of no help.) 2. It is forward action oriented. 3. I think the MVV reflect the majority of council 4. I hope this will be spring board to our efforts to get and stay in front of issues 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. 	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.

Councillor Comments (Anonymously attributed)	Management Responses
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 before 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>

Councillor Comments (Anonymously attributed)	Management Responses
<i>Values, Mission, and Vision Concerns</i>	
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.

Councillor Comments (Anonymously attributed)	Management Responses
<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>
<i>Strategic Priority Concerns</i>	
<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>

Councillor Comments (Anonymously attributed)	Management Responses
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.

Councillor Comments (Anonymously attributed)	Management Responses
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.
<i>Key Success Measures Concerns</i>	
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.