

THE CITY OF GREATER SUDBURY



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

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

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
Overall	
The councillor states "I have nothing further to add."	Thank you!
Introduction	
Regarding the introduction, the councillor notes: "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: "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: "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.

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
Mission	
<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: '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'. "</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: 'We work today to fulfill the needs of all those who work, live, visit, invest, and play in Greater Sudbury.' Or simply: 'We work for all those who work, live, visit, invest, and play in Greater Sudbury.'"</p>	<p>We agree.</p>

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
Vision	
<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>
Values	
<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>

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
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 ' 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. '"	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 ' We always try to tell the truth, do what is right, and be there when needed. ' "	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 ' We care about our residents, employees and businesses. We always try to consider and appreciate their circumstances to best serve their needs. '"	We believe this reflects all of the collaboration with Council.

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
<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 'We strive to be fair, consistent, deliver on our promises and acknowledge our mistakes.'"</p>	<p>We agree and will suggest changes that reflect the direction here.</p>
Strategic Objectives and Goals	
<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 '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.'"</p>	<p>We will edit accordingly.</p>
<p>Under Strategic Objectives and Goals, Section 2, the councillor comments ""</p>	

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
<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: '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.'"</p>	<p>We agree.</p>

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
<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

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
<p>The following are colour-coded. The BLACK TEXT is used to denote the specific & 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>	

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
Strategic Priority #1: Asset Management and Renewal	
<p>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.</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>1.2 D. Improve road quality so that the Pavement Condition Index for arterial roads is a defined standard for arterial and local roads</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>1.3 Maximize Value of Relationships with Provincial and Federal Governments to Support Infrastructure Goals</p> <p>Insert "Community and" before "Infrastructure".</p>	<p>We agree and will edit accordingly.</p>

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

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
2.1 D. Pilot large scale entrepreneurship skills development and attraction strategy by leveraging the Regional Business Centre collaboration network and resources 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.
2.1 G. Promote new development in agriculture opportunities First Councillor commented: "Where did this come from? I do not recall any mention of promoting agricultural opportunities at our strat. planning sessions." 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.
2.1 H. Identify opportunities to optimize the value and attractiveness of commercial, industrial and institutional zoned land Insert "free up the availability, and" before "optimize the value"	We disagree and feel the current wording is inclusive of this suggestion.
2.2 E. Adopt Global Mining Hub as overarching goal for growth and development 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.

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
<p>2.2 F. Further development of mining safety to export internationally</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>2.2 G. Build on environmental initiative successes i.e. re-greening</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>

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
2.2 Position Greater Sudbury as the Global Leader in Mining and Mining Supply/Service Innovation Add items "J. Further development of Medical Research Technologies and Innovation Hub to export internationally K. Attraction and development of Battery-Electric Industry minerals production facilities"	<p>Thank you. We believe that these are included in strategic initiative 2.1.</p>
2.4 Revitalize Downtown Sudbury with Public Investment that Supports and Leverages Private Investment 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."	<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>

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
2.4 Revitalize Downtown Sudbury with Public Investment that Supports and Leverages Private Investment Revise to "Revitalize our entire community with Public Investment that Supports and Leverages Private Investment" and add "2.4 C. Encourage expressions of interest from the private sector 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. 2.4 D is captured in objective 1.3.
Strategic Priority #3: Climate Change	
3.1 B. Support clean air projects in collaboration with the mining sector 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.
Strategic Priority #4: Economic Capacity & Investment Readiness	
4.1 Consider a Complete Review of Key Core Services and Service Levels Revise to "Review Key Core Services and Service Levels"	We agree.

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
4.1 A. Municipal governance review Remove.	We will distinguish the required ward boundary review from other governance review work that Council can undertake.
4.1 B. Perform a Core Service and service level review Revise and re-label to "A. Review Key Core Services and service levels as prioritized by Council"	This is captured in 4.1.
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 Re-label to 4.1 B.	We will revise accordingly.
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 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"	We agree.

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
4.7 Support the Attraction, Integration and Retention of a Highly Skilled Workforce 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?"	We view this as a potential component of this work.
4.7 A. Mobilize Public and Private Resources to Address Current Skills Gap and Future Workforce Needs Revise to "Mobilize Public and Private Resources, working with local employers to Address Current Skills Gap and Future Workforce Needs"	We view this as a potential component of this work.
4.8 A. Continue regular dialogue with Atikameksheng Anishnawbek and Wahnapiatae First Nations 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."	We agree and will incorporate additional initiatives that we are working on.
4.9 Launch New Initiatives to Attract and Retain More Newcomers for Integration Into New Economic Development Partnerships and Opportunities Add "4.9 D. Invest in newcomer and multicultural settlement initiatives"	We agree.

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
Strategic Priority #5: Housing	
5.1 Expand Affordable Housing Options Add "/Attainable" to "Affordable" 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.
5.1 E. Have four new seniors homes (geared to income) built by 2022 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.

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
<p>5.1 F. Collaborate with School Boards to develop community hubs out of surplus schools.</p> <p>First Councillor:</p> <p>Delete item.</p> <p>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."</p> <p>Second Councillor:</p> <p>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."</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>5.1 Expand Affordable Housing Options</p> <p>Add "F. Encourage the building and availability of smaller homes"</p>	<p>We are currently doing this through the DC policy.</p>
<p>5.3 Innovate Solutions to Support Existing Housing Choices</p> <p>Comment provided: "Why are all these "choices" specific to seniors?"</p>	<p>We will revise the wording to be more inclusive.</p>
<p>5.4 A. [no text provided in original document]</p> <p>Comment provided: "What is missing here?"</p>	<p>We agree and will revise accordingly.</p>

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