

THE CITY OF GREATER SUDBURY



2019 Remote Strategy Exercise #1

Results

(20 participants)

FINAL REPORT

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NB: For the purposes of developing a draft strategic plan, we will be working with responses to Questions 1-10A. The balance of the responses are for the information of members of Council and may be used at their discretion in future discussions or directions..... **Error! Bookmark not defined.**

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Question 1: Changes to City of Greater Sudbury Values

The CURRENT Values are:

1. Acting today in the interests of tomorrow
2. Providing quality service with a citizen focus
3. Embodying openness and transparency
4. Communicating honestly and effectively
5. Creating a climate of trust and a collegial working environment to manage our resources efficiently, responsibly and effectively
6. Encouraging innovation, continuous improvement and creativity
7. Fostering a culture of collaboration
8. Ensuring an inclusive, accessible community for all
9. Respecting our people and our places

QUESTION 1A: IF CHANGES ARE REQUIRED, WHICH ONES WOULD YOU DROP?

QUESTION 1B: WHICH ONES WOULD YOU ADD?

Here is the complete list of 18 values (which includes the 9 current values, as well as those suggested both for removal from and addition to the list of current City of Greater Sudbury values.)

PLEASE NOTE: The 9 current City of Greater Sudbury values are marked with an * to indicate that they have also been suggested for “REMOVAL” BY AT LEAST ONE of the participants in the survey. Therefore, ALL of the current values were suggested for removal by at least ONE OR MORE respondents. However, to assist you, ITEMS 1 TO 9 ARE PRESENTED IN DECLINING ORDER ACCORDING TO THEIR “REMOVAL WEIGHTING” WITH ITEM 1 RECEIVING THE MOST SUGGESTIONS FOR REMOVAL AND ITEM 9, THE LEAST.

Items shown in GREEN are proposed new additions. AGAIN, PLEASE NOTE THAT THESE ITEMS REQUIRED ONLY ONE PERSON TO VOTE FOR THEIR “ADDITION” BUT ARE PRESENTED IN DECLINING ORDER ACCORDING TO THEIR “ADDITION WEIGHTING”, WITH ITEM 10 RECEIVING THE MOST SUGGESTIONS FOR INCLUSION AND ITEM 18, THE LEAST.

1. Fostering a culture of collaboration *
2. Embodying openness and transparency *
3. Communicating honestly and effectively *
4. Creating a climate of trust and a collegial working environment to manage our resources efficiently, responsibly and effectively *
5. Providing quality service with a citizen focus *
6. Encouraging innovation, continuous improvement and creativity *
7. Ensuring an inclusive, accessible community for all *
8. Respecting our people and our places *
9. Acting today in the interests of tomorrow *

10. Integrity
11. Better customer experience
12. Healthy
13. Leadership
14. An open door policy
15. Caring
16. Enabling and empowering our citizens to create, innovate, and enjoy life in Greater Sudbury.
17. Excellence
18. Recognition - we understand the need to include everyone interested in our services and policy choices; we empower people and value them for their contributions

11 respondents gave no suggestions for values to drop, and 9 respondents gave no suggestion for values to add.

These are the notes supplied, justifying changes to (additions/deletions) or retention of values:

- a) 1. OK; 2. Amalgamate with 3; 3. Amalgamate with 2; 4. Eliminate it; 5. Eliminate it; 6. Good but needs fresh wording; 7. Eliminate; 8. Good but fresh updated wording; 9. Change to "Respect our service recipients, our services providers & all who require municipal assistance"
- b) Add respect or respectful in #5
- c) All 9 simplified below ["Healthy, Caring, Excellence, Integrity"]
- d) Dated and milk toast...could be combined, integrated in a more powerful mission statement
- e) Delete openness and transparency, the words are used so often, they have become meaningless. Shorten 5 to "Creating a climate of trust and a collegial working environment ... the rest of the sentence repeats a couple of other values...you could pull #7 into this statement.
- f) Item 5 is muddy and tries to convey two concepts at the same time that are not necessarily linked. Item 8 is too declarative and beyond the municipalities power. I would change to the value of Inclusiveness The meaning of item 9 is unclear - I would change it to Respect
- g) I'm not sure exactly how to embody this, but I believe #4 is always being done, but what we are working on is timeliness of such communications. We have seen improvement in this area, but I am a firm believer that our City is only as good as how quickly and accurately we can communicate with our residents and businesses and that in and of itself will foster and build a climate of trust aka #5.
- h) There are too many values so no one can remember them. There is the potential to replace the City's current 9 values with the customer service strategy values which are Respect, Excellence, Connection and Service. They are bilingual and have the potential to give us an acronym in order to remember them. I'd also like to keep #1 "Acting today in the interests of tomorrow.

- i) There are too many, and too many words to describe them. I suggest simplifying and reducing the number of them. I think #1, #3 and #9 should survive the suggested revisions.
- j) Too many, too hard to remember - these need to be simple and succinct so that everyone can remember them easily. Perhaps combining some is possible without losing meaning - e.g. #3 and #4. Also number 5 seems unusually long compared to others.
- k) ["Leadership"] Accepting risk to develop a more prosperous community. In order to ensure the City remains sustainable, Council and ELT must proceed with a plan that embraces risk to promote growth in the community.
- l) Acting with Integrity
- m) An open door policy
- n) ["Better customer experience"] Citizen Service is the reason we work here.
- o) Enabling and empowering our citizens to create, innovate, and enjoy life in Greater Sudbury.
- p) ["Better customer experience"] Enhance, enbrace and reflect our services with our Northern Ontario flavor
- q) ["Better customer experience"] I believe we need to add a value related to “the people that pay the taxes” better customer experience. We need to realize that everyone in the organization gets paid by the taxpayers who are our founders.
- r) I don't think I would add anything but would work to make these stronger and clearer with fewer statements.
- s) ["Leadership", "Healthy"] I think we need something about leaders and leadership...how about Fulfilling our role as leaders in Northern Ontario and fostering leadership talent. Respecting life safety and population health.
- t) I would change all values to single words with, at most, one line of description. The following example comes from Curtin University in Australia: Integrity – to act ethically, honestly and with fairness. Respect – to listen, value and acknowledge. Courage – to lead, take responsibility and question. Excellence – to strive for excellence and distinction. Impact – to empower, enable and inspire.
- u) More focus on the future -where do we want to be in 20 -50 years..ensuring that we prepare for that..and the current values should
- v) Vision of the future where do we want to be in 10 ,20 ,50 etc years from now and position ourselves (policy)in consequence of this goal
- w) ["Healthy", "Integrity", "Recognition"] Well-being: We recognize the importance of community health and all the influencing factors affecting it; similarly, we recognize the need for our workplace to provide both physical and psychological well-being. Integrity - we treat everyone with respect, honesty, fairness and trust Recognition - we understand the need to include everyone interested in our services and policy choices; we empower people and value them for their contributions
- x) “Integrity” and/or “Accountability”

Question 2: City of Greater Sudbury Mission Statement

The current mission is:

Providing quality municipal services and leadership in the social, environmental and economic development of the City of Greater Sudbury.

QUESTION 2: I WOULD CHANGE (ADD, MODIFY, DELETE) THE WORDING OF THE MISSION STATEMENT AS FOLLOWS:

1. *Building an exceptionally positive and welcoming city that offers outstanding opportunity, wellness and value*
2. *Creating a resilient and liveable city for everyone in Greater Sudbury, through the provision of quality municipal services and leadership that encourages social, environmental and economic development.*
3. *Deliver fiscally responsible and highly dependable municipal services and contribute to a healthy, striving community for all.*
4. *Providing high quality municipal services.*
5. *Providing quality municipal services and trusted leadership in the safe, social, environmental and economic development of the City of Greater Sudbury*
6. *The City of Greater Sudbury exists to serve its residents and businesses through the provision of services and policies in ways that enhance their quality of life and creates opportunities for sustainable progress.*
7. *To provide high quality, cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner*
8. *Work collectively with all outside agents & institutions (including business) to provide a high standard of quality of life through social environmental and economic development initiatives.*
9. - Working collaboratively with stakeholders - quality of life - leveraging opportunities
10. Again mention of the future vision should be a part of this to give it direction
11. I liked the prior version of this statement which included the word "accessible". It used to say "Providing excellent access to quality municipal services" Again, I would broaden the mission here to reflect a leadership role in Northern Ontario.
12. I would add ensuring a quality of life for residents.
13. I would like our mission statement to include the words, "working in partnership with" all our community partners (business, institutions, residents). I'd also like to see some words that are a bit more inspirational. The City of Kingston has a Mission Statement that resonates: "To enhance the quality of life for present and future generations by providing progressive, professional services and leadership that reflects the needs of all those who work, live, visit, or play in the City of Kingston."
14. I would modify it to read "leadership in the economic development, environmental and social development of the City of Greater Sudbury"
15. If we do not continue to grow our population and the job opportunities to support it, we will saddle all our taxpayers, for generations to come, with a stark reality of high taxes or

cuts to service levels. I truly believe that we have some of the best services offered in the municipal sector, but if we have no growth to sustain them. For that reason I feel our mission needs to change. Remove “social, environmental and economic” and replace with “sustainable growth and”.

6 Respondents gave no suggestion.

Question 3: City of Greater Sudbury Vision Statement

The current vision is:

A growing community, recognized for innovation, leadership, resourcefulness and a great northern lifestyle.

QUESTION 3: I WOULD CHANGE (ADD, MODIFY, DELETE) THE WORDING OF THE VISION STATEMENT AS FOLLOWS:

1. *A healthy, sustainable, and resilient city, that is the regional centre of culture and innovation, and embraces our great Northern lifestyle.*
2. *A vibrant growing destination city, recognized for leadership, and great northern lifestyle.*
3. *A world class community achieving international prominence by demonstrating our expertise in mining, education and healthcare.*
4. *An organization recognized for its innovative, collaborative, and positive approach to growth.*
5. *City of Greater Sudbury will be economically prosperous for all residents by ensuring we are vibrant, integrated, and balanced.*
6. The current vision is fair but not bold. It strives for that which is already being realized or which is low hanging fruit. Our new vision should be “*The leading Northern community, connected and caring*” always striving to be the best, to be connected with our communities and residents, our businesses and collaborators, to be connected by our infrastructure to allow growth, and to care for all our people.
7. *To be locally and globally recognized as the city that improves the lives of the best and the brightest (its residents), through its support and delivery of prosperity and wellness*
8. *To be the best city to live, work and invest in Northern Ontario*
9. *To be the best Northern community, recognized for quality services, and recognized as the worlds centre for innovation, leadership & resourcefulness.*
10. Delete the word "northern". Northern can be interpreted as relating to outdoor activity. Not all people are interested in hiking, fishing or hunting.
11. I would add community-minded.
12. Prepared for the future --add.
13. Again, this "vision" statement does not inspire nor does it set us apart from other northern municipalities. Perhaps we should speak to our environmental Stewardship, our the livability and affordability of our community. Again, I would also like our vision statement to direct us toward building Collaborative partnerships. We are all in this together: business, government, institutions, general public: "Pulling together for a Greater Sudbury"
14. Too long - too hard to remember. Needs to be very simple so everyone can remember it and share it.

7 Respondents gave no suggestion.

Question 4: Strategic Priorities

QUESTION 4A: THE FOLLOWING ITEMS ARE LISTED AS AREAS OF STRATEGIC PRIORITIES FOR THE CITY OF GREATER SUDBURY IN THE "COUNCIL STRATEGIC PLANNING 2018-2033: REFERENCE MATERIAL" DOCUMENT, PAGES 3 TO 5. PLEASE SELECT THE TEN (10) PRIORITIES THAT YOU FEEL ARE THE MOST IMPORTANT FOR THE NEXT 5 TO 7 YEARS.

Item #	Strategic Priority	Votes	Support Level
1.	Infrastructure: Asset Management Renewal	16	High
2.	Competitive Community: Business Attraction, Development and Retention	16	High
3.	Infrastructure: Public Transit	9	Moderate
4.	Env't. Sustainability: Water and Wastewater	9	Moderate
5.	Inclusive Growth: Population Health Calls to Action	9	Moderate
6.	Community Trust: Asset Management and Renewal	9	Moderate
7.	Community Trust: Customer Service Improvements	8	Moderate
8.	Infrastructure: Culture and Tourism	7	Moderate
9.	Competitive Community: Affordable financing plans and service levels	7	Moderate
10.	Inclusive Growth: Housing	7	Moderate
11.	Infrastructure: Design and Place Shaping	6	Low
12.	Competitive Community: Workforce management and development	6	Low
13.	Competitive Community: Multi-sector collaboration	6	Low
14.	Competitive Community: Collaboration, partnerships and service integration opportunities	6	Low
15.	Inclusive Growth: Municipal-Indigenous Relations	6	Low
16.	Community Trust: Local Investment and Development	6	Low
17.	Competitive Community: Appropriate technology utilization	5	Low
18.	Competitive Community: Data management and analytics	5	Low
19.	Competitive Community: Leveraging and developing Greater Sudbury's key strengths	5	Low
20.	Inclusive Growth: Transportation and Accessibility	5	Low
21.	Community Trust: Promote a culture of public accountability, transparency and outcome achievement	5	Low
22.	Infrastructure: Waste Management/Waste Diversion	4	Low
23.	Env't. Sustainability: Climate Change	4	Low
24.	Env't. Sustainability: Stormwater Management	4	Low

Item #	Strategic Priority	Votes	Support Level
25.	Env't. Sustainability: Protect and Enhance the Natural Environment	4	Low
26.	Inclusive Growth: Culture and Tourism	4	Low
27.	Community Trust: Evolving use of digital service channels	4	Low
28.	Infrastructure: Telecommunications	3	Low
29.	Competitive Community: Emergency preparedness and response	3	Low
30.	Community Trust: Community Engagement	3	Low
31.	Competitive Community: Evolving transportation demands	2	Low
32.	Inclusive Growth: Immigration and Refugee Settlement	2	Low
33.	Inclusive Growth: Heritage Properties	0	Low
34.	Inclusive Growth: Multi-Cultural Support	0	Low
35.	Inclusive Growth: Diversity	0	Low

QUESTION 4B: ARE THERE ANY OTHER AREAS OF STRATEGIC PRIORITY FOR THE CITY IN THE COMING 5 TO 7 YEARS THAT WERE NOT IN THE PRECEDING LIST?

36. Age Friendly Strategy

- a) Developing an Age Friendly Strategy
- b) Emergency services enhancement of Paramedic service
- c) Addressing the health and wellness needs of seniors
- d) Senior dedicated housing/retirement

37. Growing Our Economy

- e) Film & television sector - could be part of "Culture & Tourism"
- f) Competitive Community: Innovation Support
- g) Technology enabler - Community technology/connectivity plan
- h) Growing our economy

38. Strengthening Our Community

- i) Inclusive Growth: Francophone Support
- j) Strengthening our community

39. Internal Communications

- k) Community Trust: Improvements to Internal CGS Communications
- l) Community Trust: Employee engagement in our Vision, Mission and Goals

40. Creating a Healthier Community

- m) Enhancing Quality of Life and Place
- n) Creating a healthier community

41. Sustainable Development

- o) Developing a sustainable City of Greater Sudbury

- p) Inclusive Growth: Sustainable Development
- 42. Improving Public Services
 - q) Developing a community hub model for delivery of services
 - r) Leading our community in public services
- 43. Improved Transportation
 - s) Infrastructure: A Sustainable Road Network
 - t) Evolution of Public Transit as a Public Service - Free to all
- 44. Young Professional Attraction and Retention
 - u) Youth/Young Professional Retention and Attraction
 - v) Competitive Community: Talent Attraction and Retention
- 45. Planning for the Future
 - w) Planning for the future
- 46. Energy Plan for Climate Change
 - x) Climate change - Community energy plan
- 47. Improved Governance
 - y) Replacement of the committee model of governance

Question 5A: Internal Strengths

QUESTION 5A: WHAT ARE THE MAJOR INTERNAL STRENGTHS OF THE CITY OF GREATER SUDBURY?

A. City Personnel

1.1. Experienced and Knowledgeable Staff

1. Experience and knowledgeable staff
2. Experienced municipal workforce
3. Staff dedication
4. Staff expertise in key areas
5. We have a lot of people in our City that are passionate about the city being successful
6. Capable, Resilient staff
7. Have a diverse and complex operation resulting in high skill levels, diverse work forces, and extensive experience
8. Significant expertise amongst key staff
9. Bilingual personnel
10. Bilingual service provision
11. Empowered employees

1.1. Strong Leadership

12. Decisive and solutions oriented Mayor and Council
13. Many City employees are recognized for their leadership in the municipal field throughout the province
14. Organizational Leadership and Experience
15. Dynamic CAO
16. Strong CAO
17. Strong Leadership ELT/BLG

B. Financial Position

1.2. Financial Planning

18. Business Planning and budgeting
19. Asset Management Planning
20. Strong Financial Planning and Reporting
21. Finance Plan
22. Budgeting
23. Achieving Goals with Constrained Resources
24. Making plans
25. Planning Dept.

1.3. Financial Management

- 26. Asset management
- 27. Strong financial position with “AA” Rating, and significant debt capacity
- 28. Financial Management
- 29. Financial Management - ability to borrow
- 30. Strong Financial Controls
- 31. Finance department

1.4. Low Cost Service Provision

- 32. Low Cost Service Provision
- 33. We are a low cost service provider in comparison with municipalities of a similar size
- 34. Significant Unrealized Potential for Service Improvement

1.5. Partnerships

- 35. Partnerships for Economic Growth
- 36. Strong relationships with key stakeholders like unions, key contractors, local public partners

C. Business Operations

1.6. Response to Challenges

- 37. Innovation borne through challenges and adversity
- 38. Responding to emergencies/severe storms
- 39. Emergency Response
- 40. Teamwork and Cooperation, especially in times of crisis and emergency

1.7. Business Practices

- 41. Maintaining standards
- 42. A developing culture of best practices, and informed action
- 43. The size of workforce and diverse experience and skill allow the City to take on significant project work in house, and manage complex contracted services
- 44. Implementing processes and procedures
- 45. Growing culture of reporting and benchmarking
- 46. Focus on performance
- 47. Project management

1.8. Collaborative Culture

- 48. New culture of interdepartmental collaboration and cooperation
- 49. Collaborating
- 50. Collaborative Environment
- 51. Strong collaborative work style and relationships across the community

D. Services Provided

1.9. Services to the Community

- 52. Paramedic services

- 53. Winter Control and winter maintenance activities
- 54. Long term care facility
- 55. Paramedic Services
- 56. Animal Control and Sheltering
- 57. Long Term Care Facility
- 58. Long term care - Pioneer Manor

1.10. Services for the Community

- 59. Leisure services
- 60. Parks & Recreation
- 61. Active transportation improvements
- 62. Cemetery
- 63. Parks, libraries,

1.11. Water Services

- 64. Water waster renewal plan
- 65. Providing clean, safe drinking water
- 66. Water/wastewater asset & renewal plan
- 67. Water/waste water master plan

E. City Situation

1.12. City Residents

- 68. Skilled workforce
- 69. We have a lot of people that are highly skills in Greater Sudbury
- 70. Focus on communication
- 71. Community Responsiveness
- 72. Empowered, Engaged Citizens
- 73. We have the volunteer base in our community
- 74. Community engagement

1.13. City Environment and Lifestyle

- 75. Largest City in Northern Ontario with strategic advantages as leaders in education, technology and health care
- 76. Perspective from lifestyle variety - Urban, Suburban and Rural
- 77. We have the natural resources in our City
- 78. The quality of life available options for work and leisure activities make CGS a desirable choice for working families and retirees
- 79. We have the diversity of quality of life in our community
- 80. Cost of living and salary expectations are low enough to be competitive against Southern Ontario, while the community is large enough to support significant employers
- 81. Diversity

Question 5B: Strategic Initiatives for Strengths

QUESTION 5B: WHAT *STRATEGIC INITIATIVES AND ACTIONS* WOULD YOU RECOMMEND THE CITY OF GREATER SUDBURY CONSIDER PURSUING TO TAKE ADVANTAGE OF THE *MAJOR INTERNAL STRENGTHS* YOU IDENTIFIED ABOVE?

A. Build Staff Capability

1.1. Further Develop Staff Strengths

1. Attract and retain top talent
2. Plans for ongoing career development and personal growth
3. Recruitment, retention and development plan
4. Unlock teamwork and cooperation model and discretion in "real time", not just times of crisis and emergency
5. Develop a Human Capital Plan That Ensures Our Staff Have the Skills and Tools to Help Fulfill the Organization's Mission and Vision
6. Strategies to market our lifestyle variety for talent attraction and retention
7. Establish employee recruitment, retention and succession policies and plans that recognize the significant anticipated natural turnover and potential retirement
8. Strengthen Training and Development

1.2. Develop Cross-Departmental Resource Strengths

9. Additional focus on cross departmental allocation of existing resourcing
10. Strengthen support for development and investment opportunities across all departments
11. Interdepartmental communication
12. Strengthen interdepartmental structures and initiatives such as SPART and the Special Events Internal Team
13. Continue to measure results against effort and resource availability
14. Leverage bilingual staff and customer service to provide services to other Northern municipalities

B. Encourage Growth

1.3. Seek and Encourage Smart Development

15. Foster development opportunities
16. Attract large commercial and industrial entities
17. ISO Certification and other Strategies to market our city data on an international platform
18. Reign in and spur Economic Development
19. Become a winter testing ground for new battery powered automobiles, equipment and autonomous vehicles
20. Align City and Community towards Growth Goals
21. Manage/mitigate "barriers" to development

22. Ensure our Local Economy Presents Attractive Opportunities to Grow and Develop, With Appropriate Support from the City (e.g. Efficient development application processing; collaborative economic development services; timely, efficient infrastructure provision; affordable development fees)

1.4. Big Transformative Infrastructure Projects

23. Large transformative projects
24. Major infrastructure projects
25. Continued significant investment in our Water/Waste Water infrastructure

1.5. Use Existing Plans and Execute

26. Enhance and dust off outdated "master plans"
27. Develop action plans with actual proposed timelines to achieve success on proposed timeline.
28. We need to build trust in our community by making the right choices to move our city forward.

C. Adjust Processes and Delivery

1.6. Improve Financial Systems to Improve Offerings

29. Establish key physical and social infrastructure that allow CGS to remain competitive and economically sustainable and develop a financial plan to construct maintain and operate these key infrastructure priorities
30. Continue the Evolution of Planning and Accountability Systems to Support Activity-Based Costing and Service-level based Budgeting
31. Intelligent use of debt to accelerate investment in ourselves, and leading to growth, prosperity and wellness
32. Establish acceptable financially sustainable service performance levels for roads and related infrastructure

1.7. Service Level Review to Improve Performance

33. Conduct Service Reviews/Process Changes That Raise Performance and/or Minimize Cost Changes
34. Perform service level review and planning to improve sustainability and asset investment
35. Learn and adopt current best practices
36. Service level review

1.8. Utilize Technology to Improve Delivery

37. Continue with the WWW plan proposed
38. Identify and prioritize technology innovations that allow greater interaction with City services

D. Communicate the Positive

1.9. Communicate the City's Strengths

39. Celebrate our strengths (internally & externally)

- 40. Communication and celebration of our strengths within Greater Sudbury
- 41. We need to showcase our city to others in Ontario
- 42. We need to do communication that Sudbury is a great place to live.
- 43. Develop a local culture of embracing the different lifestyles available - urban, suburban and rural - that make up Greater Sudbury
- 1.10. **Communicate Service Value and Costs**
 - 44. Educate community (internally & externally) as to the services we provide and the cost to provide them
 - 45. Effectively communicate relationship between service and cost
 - 46. Advance our performance measures to demonstrate value for tax dollars

E. Build Relationships

- 1.11. **Build Partnerships**
 - 47. Identification of increased opportunities for collaboration and cooperative partnerships with business and private sector
 - 48. Support continued partnerships with major public and private organizations in the community
 - 49. Form stronger partnerships with private sector partners
- 1.12. **Build Community Relationships**
 - 50. Establish regular and respectful systems of communication with our First Peoples
 - 51. We need to rely more on the volunteers in our community
 - 52. Invent and Apply a Variety of Approaches for Bringing the Voice of the Citizen Into Our Planning and Service Delivery
 - 53. Provide better dialogue opportunities with community members

Question 6A: Internal Weaknesses

QUESTION 6A: WHAT ARE THE MAJOR INTERNAL WEAKNESSES CURRENTLY EXISTING WITHIN THE CITY OF GREATER SUDBURY?

A. Communications Challenges

1.1. Inadequate Internal Communications

1. Communication
2. Communication throughout the workforce
3. Internal Communication: We have 2000 employees who can help us communicate to the public why we do what we do; to help us celebrate; to communicate ideas back to us. Garner "buy in" for e.g. our Customer Service Strategy
4. Communication and information sharing
5. Information vacuums around certain staff
6. Some staff can't see a clear connection between their efforts and the overall goals of the municipality
7. Inconsistency of communications

1.2. Too Many Silos

8. Interdepartmental communication
9. Lack of co-ordination between departments
10. Still some silos exist between departments
11. Disconnect between operational and corporate service areas
12. Insufficient or Low Quality Asset Condition Information
13. Silo culture
14. Poor communication between departments

1.3. Low Community Trust

15. Low Trust
16. Lack of trust and faith in the community about local government
17. Community perceived lack of focus of the corporation on big picture outcomes
18. Community expectations for service are inconsistent with approved service levels resulting in lack of confidence and trust in municipal services and systems
19. Community perceived culture and focus of administrative staff on rule enforcement vs. mutual solution orientation
20. Being accountable

1.4. Insufficient Community Education

21. Community education
22. Inability to articulate service levels and where and why they are different across our vast geography
23. Communication to the public
24. Communication with residents has room for improvement

- 25. Sorting important public interests from noise in community
- 26. Realistic and effective plans for public engagement

B. System Barriers to Progress

1.5. Weak Planning Processes

- 27. Approved business plans and budgets do not provide flexibility for unplanned events, unplanned resource constraints and midyear plan adjustments
- 28. CGS maintains policies that encourage local division - area rating, etc.
- 29. Getting projects started
- 30. Reflecting reality of rural and small communities in decision-making
- 31. Data management
- 32. Foreseeing and managing issues and communicating about them clearly
- 33. Poor to no project management
- 34. Asset levels of service and corresponding asset deficit: Making the best long term asset decisions regardless of pressures from small groups

1.6. Governance Not Supporting Progress

- 35. Org structure misaligned with Council priorities
- 36. Staff and Council collaboration
- 37. Feel that their experience and expertise are not acknowledged or appreciated by elected officials
- 38. No shared vision of what we are working towards beyond a list of project we would like to see accomplished in the short term
- 39. Supporting governance to achieve individual goals
- 40. Understanding Long-term Implications of Current Decisions

1.7. Risk Aversion

- 41. Risk adverse mindset
- 42. Lack of risk management culture - too risk averse
- 43. Capacity for longer-range thinking
- 44. Missing opportunities due to analysis paralysis
- 45. Community tolerance for errors results in a workforce with high reluctance for taking risks
- 46. Embracing risk

C. Restrictions to Development

1.8. Process Barriers to Development

- 47. Economic development
- 48. Open for business policies
- 49. Economic Development
- 50. Development charges
- 51. Marketing ourselves
- 52. Moving at the speed of business
- 53. Reluctance to circumvent City policies
- 54. Too much red tape to get things done

55. Collaboration with partners

1.9. Failing Infrastructure

56. Infrastructure plans are unrealistic and unsustainable.

57. Road conditions/ maintenance

58. Physical infrastructure is not sustainable with current funding levels

59. A lack of clear and effective plans for investing in our various town centres

60. Previous lack of investment in suitable current technologies to support business needs

61. Our infrastructure has been neglected for so long and is failing faster that we can fix it

62. Parks Services

1.10. Diminishing Workforce

63. We have an aging population in our community

64. We aren't attracting working people to our community

D. Personnel Challenges

1.11. Inadequate Employee Training and Retention Processes

65. HR - hiring process's & employee feedback

66. Succession planning, employee development and attraction

67. Employee engagement needs improvement

68. Poor physical workplace environments

69. Building Services (anecdotes)

70. Poor professional development policies

71. Anticipated retirements and regular turnover is creating high risk of resource constraints

72. Attracting top talent to leadership and top technical roles

73. Previous weaknesses in links between benchmarks, goals and individual performance

1.12. Lack of Proper Customer Focus

74. Customer service - although this is getting stronger

75. Client focus

76. Inconsistent Customer Service Approaches With Too Much Potential for People to Feel Like They've Gone Through A "Wrong Door"

77. The community feels that we are [not?] listening to their concerns

78. Customer service culture needs improvement

79. Inadequate Technology Support for Customer Service and/or Workflows

80. Inconsistency in rule application/interpretation

81. Customer service focus

Question 6B: Strategic Initiatives for Weaknesses

QUESTION 6B: WHAT *STRATEGIC INITIATIVES AND ACTIONS* WOULD YOU RECOMMEND THE CITY OF GREATER SUDBURY CONSIDER PURSUING TO ADDRESS THE *MAJOR INTERNAL WEAKNESSES* YOU IDENTIFIED ABOVE?

A. Reach Out to Gather Involvement

1.1. Build Economic Development Initiatives

1. Bring economic development back to the Mayor & Council
2. Create a department that handles opportunities
3. Cut through red tape of bureaucracy
4. Implement the Recently-approved Customer Service Strategy
5. Apply “minimum requirements” for development projects
6. Inviting private sector proposals for collaborative projects
7. Make it easier, more streamline for business to come or stay in Sudbury
8. Reduce development charges
9. Use discretion when dealing with policies
10. Being less risk adverse when moving projects forward
11. Eliminate the red tape policies

1.2. Increase Community Outreach

12. Increase community outreach
13. Revise citizen focus policy/culture
14. Establish high level executive or work group responsibility for rural geographic areas
15. Improve customer relations
16. Work with Council to demonstrate employee commitment and expertise
17. Reinforce enterprise wide culture to all of CGS
18. Start by building a trusting, proper culture in the organization so the public can feel confident in all of us
19. Strengthen and reinforce policy development as well as good public engagement tools
20. We need to communicate better the reasons for different levels of service, and the true costs of service to our residents.

1.3. Develop Promotional Communications Plan

21. Develop Communication Strategies That Highlight Successes and Positive Outcomes
22. Develop and implement promotional plan
23. Enhance transparent regular business performance reporting that connects services with community expectations

- 24. Enhanced internal and external communication regarding big picture strategic outcomes
- 25. Stronger presence of communication at project planning tables
- 26. Decentralize communications department
- 27. Ensure Government Relations and Networking Efforts Are Deliberate and Follow Plans Designed to Help Support Council's Vision

1.4. Attract Newcomers to the City

- 28. We need to build a culture of “we are all in this together”, and of embracing the different lifestyles possible in Greater Sudbury. Fair policies based on facts.
- 29. Work on initiative to attract working people to our community

B. Improve Ability to Deliver Services

1.5. Improve Staff Hiring, Training, and Retention

- 30. Changing hiring practises to be more including of life skills experience. But also ensure the candidate is a good fit to our corporation first then look at the qualifications
- 31. Proactive focus on succession planning, employee development and attraction
- 32. Structure of departments to build capacity at senior levels of leadership
- 33. Better talent management/succession planning
- 34. Continue working on an asset renewal plan for employee workplaces
- 35. Have better policies and guidelines for Professional Development use of funds
- 36. Establish human resources plan that recognizes employee recruitment, retention, and professional development
- 37. Hire people with true actual experience on project management even if they are not engineers.
- 38. More up front training of staff
- 39. Work on improving the City's employment brand and enriching the attraction of Municipal employment

1.6. Improved Internal Communications

- 40. Better communication
- 41. Major announcements communicated to staff prior to media
- 42. Make it a priority to communicate information internally first, especially strategic documents
- 43. More integration and cooperation between departments
- 44. Strengthen and operationalize interdepartmental coordination where appropriate
- 45. Initiate more dialogue with elected officials
- 46. More formal roll outs of corporate wide initiatives with appropriate training

1.7. Structure Organization for Effective Performance

- 47. Engage employees at all levels in projects and leadership opportunities
- 48. Decision making without need to be 100% risk free.
- 49. Re-evaluate internal processes and structure to enhance performance and reduce silo barriers- e.g. work groups not departments

- 50. Build greater flexibility in staff resourcing and operational business plans that allow staff to address unplanned activities and emerging issues
- 51. Reprioritize staff for project management
- 52. Bring certain departments together as one unit

1.8. Build a Long-Term Plan and Support

- 53. Craft a vision of Sudbury longer than one Council term which all staff and Council and community members can rally around
- 54. Review structure based on strategic priorities
- 55. Ongoing enhancement of connection between individual performance and corporate goals
- 56. Ensure alignment of organizational and political strategic initiatives

C. Deliver Services to Residents

1.9. Establish Clear Customer Service Targets

- 57. Establish acceptable and financially sustainable service levels for all classes of City Infrastructure
- 58. 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
- 59. Review all operations and match service levels with resources
- 60. Make better use of City Links
- 61. Customer service strategy implementation
- 62. Enhanced focus on solutions orientation, “how can we help you?”
- 63. Introduce a performance budgeting system in which services are clearly defined and metrics and measure exist to manage service levels, costs and expectations
- 64. Review of best practices for municipal communications alignment within the organization

1.10. Continue to Maintain and Expand Infrastructure

- 65. Look at a long term financing plan to fix our failing infrastructure
- 66. The transportation master plan needs to work toward a sustainable solution
- 67. Improvements to our roads/ maintenance
- 68. Rationalize Assets and Make Concerted Efforts to Fund Renewal/Replacement Needs
- 69. We need to find a variety of ways to develop our town centres and embrace a community of communities linked by public transit.

1.11. Utilize Technology Further

- 70. Continued exploration of apps and technologies delivered in a timely manner
- 71. Follow through with our customer service strategy, and continue building our Overtouyou platform and other communication/feedback avenues
- 72. Implement the Corporate IT Strategy Approved in 2018
- 73. Publish an email digest EOW with quick links to key Council Reports and decisions

Question 7A: External Opportunities

QUESTION 7A: WHAT ARE THE MAJOR EXTERNAL OPPORTUNITIES AVAILABLE TO THE CITY OF GREATER SUDBURY TO POSSIBLY PURSUE FOR CREATING A STRONGER CITY?

A. Sectors of Reputation

1.1. Powerful Mining Legacy

1. A legacy mining industry, and a centre for global expertise
2. Mining center of excellence
3. Mining technology
4. Pursuing Sudbury as Global Mining Hub opportunity
5. The City is recognized as a global leader in mining and mining technology, which will be a sustainable and continuing growth market
6. We are number one in mining across the world and we need to showcase this
7. Globally recognized for concentration of mining expertise
8. Mining for the future
9. We should develop a true large mining cluster of companies
10. Support efforts to make Greater Sudbury the hub for global underground mining
11. World leader in mining/mining supply

1.2. Health Hub

12. Health sector
13. Health sector - northern capital
14. Strong health and education sector
15. Booming medical/medical research sector
16. Health research centre
17. Need to support the hospital to be the Health education center for all the North
18. National leader in healthcare and northern community wellness
19. Our position as a regional centre of healthcare, with a lot of innovation coming from Greater Sudbury

1.3. Education Hub

20. Booming education sector
21. The City is recognized as an educational and health care hub for Northern Ontario
22. Education sector
23. Globally recognized for achievements in physics
24. Post secondary & research centre

B. Attractive for Development

1.4. Attractive to New Industry

25. CGS should be the largest distribution center for all of the North

- 26. Attract more industry
- 27. We need to attract other industries to our community.
- 28. Relocation opportunities for IT dependent businesses
- 29. Emphasize role as a Northern Ontario leader and capital city
- 30. Digital transformation of work
- 31. Film & television sector - explore investments in permanent production facilities
- 32. On the major junction of 2 national railways
- 33. Sudbury's location in North Eastern Ontario
- 34. Advertise the City to investors as a great place to locate
- 35. Support for development by community stakeholders

1.5. Partnerships Available

- 36. Create partnerships where available
- 37. Leveraging partnerships with institutions (e.g. Colleges, University, HSN), private sector/business and our First Nation neighbours to achieve our collective goals
- 38. Build connections within the community between the City and organizations that can help influence perspectives on municipal issues
- 39. Introduce new approaches to service delivery that bring more third parties into the city's workflows to help manage cost, quality or timeliness
- 40. Devolve services where we compete with the public sector to public or para-public entities
- 41. More dialogue with all stakeholders

1.6. Diversity

- 42. One of the largest francophone populations in Canada, with world-class cultural organizations
- 43. A more integrated First Nations population than many other Canadian centres.
- 44. Strengthen Indigenous relations and create economic development strategies that help create benefits for both groups
- 45. We have diverse and well managed indigenous communities within CGS boundaries and a relatively strong history of working collaboratively with indigenous communities
- 46. Bilingual workforce
- 47. Multicultural/bilingual community
- 48. Bilingual workforce. Identified by Statistics Canada as the happiest city in Canada. Natural beauty, access to 330 lakes, trails and nature

C. Attractive for New Residents

1.7. Natural Beauty

- 49. Attractiveness of our City
- 50. Re-greening initiatives international level
- 51. Supporting downtown development and revitalization
- 52. Globally recognized for environmental and re-greening achievements

- 53. Proximity to natural amenities within the City boundaries and in close proximity to the City creates a very enticing for many families with desire for a work-life balance that involves natural outdoor activities
- 54. The City's trail system
- 55. 330 lakes
- 1.8. **Affordability**
 - 56. One of the most affordable cities in the province
 - 57. The cost of living in the GTA is becoming impossible for many people to live the lifestyles that they desire
 - 58. We are more accessible to large southern Ontario communities
- 1.9. **Immigration**
 - 59. Immigrants to Canada looking for a new beginning
 - 60. Attraction of Immigrants and new comers
- 1.10. **Attractive to Retirees**
 - 61. Older adults in other parts of the province seeking services
 - 62. Support developers to build large mass of retirement homes/living spaces for seniors in all communities of CGS

D. Government and Community Relationships

- 1.11. **Government Relationships Possible**
 - 63. Strengthen Relationships With Senior Governments
 - 64. Maximizing partnership opportunities from provincial and federal governments
 - 65. Partner with local public sector entities
 - 66. Lobby government for funding
 - 67. Municipal data tracking and benchmarking
- 1.12. **Strong Community Organizations**
 - 68. Strong community organizations
 - 69. Strengthening capacity of the city's not-for-profit sector -- governance and sustainability
 - 70. Community events
- 1.13. **Room for Large Projects**
 - 71. Advancing Large Projects and getting shovels in ground
 - 72. Pursue a "game changing" economic investment

Question 7B: Strategic Initiatives for Opportunities

QUESTION 7B: WHAT *STRATEGIC INITIATIVES AND ACTIONS* WOULD YOU RECOMMEND THE CITY OF GREATER SUDBURY CONSIDER PURSUING TO TAKE ADVANTAGE OF THE *MAJOR EXTERNAL OPPORTUNITIES* YOU IDENTIFIED ABOVE?

A. Attract New Businesses

1.1. Ensure Ease of Doing Business in the City

1. Offer incentive for business that want to come to Sudbury to set up.
2. Align structure to seize opportunities
3. Make it easier for business to do business in our City
4. Eliminate or suspend development charges for large industrial companies who want to set up in CGS
5. Have one point of contact that developers can speak with
6. More streamlined system for developers

1.2. Promote to the Mining Sector

7. Mining & tech - pursue mfg. of metals required in batteries mined here
8. Market and invest in Greater Sudbury as the global centre for mining innovation
9. Establish strong ties and strategic initiatives to reinforce business relationships in the mining sector
10. Mining sector with post secondary
11. Foster the sharing & growth of mining supply
12. Continue to pursue the mining cluster initiative in collaboration with community stakeholders

1.3. Promote to the Health and Education Sectors

13. Calibrating the health center as the Northeastern focus
14. Market city as health and education hub for Northeastern Ontario
15. Investments which compliment the education sector
16. Establish strong ties and strategic initiatives with the educational and health care institutions and plans to promote their sustained growth
17. Investments which compliment the medical/research sector
18. Market and invest in Greater Sudbury as a centre of healthcare, healthcare technology, and healthcare innovation

1.4. Promote Development Opportunities

19. Specialize and focus
20. Reach out industry for partnerships
21. Implement the Corporate Communications Strategy approved in 2018
22. Collaborate with ICI to promote development
23. As a city lead in attracting new developments

1.5. Develop Infrastructure for New Development

- 24. Make a decision to shift economic development focus from regional business development to a large sized manufacturing or secondary industry company to boost growth and economy
- 25. Invest in City infrastructure to attract new development
- 26. Flagging economic development opportunities in our operational and capital project choices (priority index)

1.6. Promote to the Distribution Sector

- 27. Economic development to go get the distributors
- 28. Marketing to southern businesses to work out of Sudbury
- 29. Promote our freight/transportation connection

B. Attract New Residents

1.7. Market to New Immigrants

- 30. Aggressive marketing to immigrants in Toronto/Montreal
- 31. Federal Immigration Pilot for rural and northern communities
- 32. Market and invest in Greater Sudbury as the North American centre for francophone culture outside of Quebec.

1.8. General City Promotion

- 33. Better promotion of our city on the provincial/national stage
- 34. Promote quality of life

1.9. Focus on Quality of Life

- 35. Encouraging more arts and cultural opportunities
- 36. Enhance senior services / housing & market to other seniors
- 37. Global brand development depicting a community growing on the basis of science, technology, prosperity and wellness

1.10. Find Workforce Needs and Match

- 38. Investments in targeted communications strategies to attract enterprise and workforce in major centres of the province, and nation
- 39. Collaborative evaluation and inventory of enterprise and workforce gaps, leading to service & skills matching and attraction on a global basis

1.11. Promote Low-Cost High-Value

- 40. Promote quality of life and comparatively low housing prices
- 41. Market and invest in Greater Sudbury to Southern Ontario as a place that offers a big lifestyle at a small price tag

C. Build Relationships

1.12. Intergovernmental Relationships

- 42. Create a plan for actively managing relationships with senior governments to ensure Greater Sudbury's needs are addressed
- 43. Formalize intergovernmental affairs structure to create focus

- 44. Consult with government agencies
- 45. Set both leadership and competitive goals for Greater Sudbury's role as a Northern Ontario capital
- 46. Continue to support and lobby for north/south transportation link
- 1.13. **Planning Partnerships**
 - 47. Partner with other public sector entities to map out smart city goals and prioritize them
 - 48. Conduct a core services review or something similar to ensure all opportunities are identified to demonstrate value for money
 - 49. Establish process to learn from benchmarking in other cities
 - 50. Create team to actively seek out new approaches to use technology in internal processes
 - 51. Embrace ideas from taxpayers
- 1.14. **First Nations Relations**
 - 52. Enhance relationships with indigenous communities, and establish regular and respectful communications that allow continued growth and prosperity of indigenous and first peoples within and adjacent to the City
 - 53. Market and invest in Greater Sudbury as the regional centre of First Nations culture
 - 54. Produce an Indigenous Relations strategy
- 1.15. **Ecological Sustainability**
 - 55. 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

Question 8A: External Threats

QUESTION 8A: WHAT ARE THE MAJOR EXTERNAL THREATS/RISKS CURRENTLY FACING THE CITY OF GREATER SUDBURY THAT YOU BELIEVE MAY/WILL IMPACT THE CITY OF GREATER SUDBURY IN THE NEXT 3-5 YEARS?

A. Fiscal Threats

1.1. Infrastructure Deficit

1. Sustainability - fiscal ability to maintain inflation level taxation increases AND maintain services
2. Continued Reliance on property-based revenue sources - need a variety of new revenue streams to reduce reliance on property tax
3. Low population predictions
4. Infrastructure/asset renewal deficits
5. Small tax base to support asset renewal and maintenance
6. Condition of the road network
7. Inflation
8. Lack of control over Fire and Emergency Services service levels and costs
9. Lack of essential services
10. Large geographical area
11. Low local preparedness for approaching disruptive technological change

1.2. Decreasing Transfers

12. Decreased funding
13. Loss of Provincial grants
14. Ontario government reducing the dollar amount of transfer payments
15. Shrinking municipal grants / funding opportunities
16. Tightening of funding from other levels of government
17. Provincial legislation changes
18. Provincial policy choices affecting social services, infrastructure
19. Declining share of provincial revenue. Still have a model where 20% of people live in cities, but we have seen a complete reversal to 80%.

1.3. International Economic Effects

20. Flow of nickel prices that are up and down
21. Low commodity prices
22. Economic recession, low base metal prices and high unemployment
23. Global financial markets and global economic growth directly affects the strength of the mining economy within our community
24. The lack of Nickel resource
25. Commodity prices
26. Nationalism.

B. Population Pressures

1.4. Labour Shortages and Reduction

- 27. Labour shortage
- 28. Other larger cities harvesting our younger population
- 29. Workforce attraction/retention - i.e. the changing nature of work and the rise of global cities
- 30. Global competition in skilled workforce attraction and retention
- 31. Lack of skill trades persons
- 32. Older adults moving out of the city.
- 33. Population growth
- 34. Lack of population growth
- 35. Lack of skilled trades
- 36. Low population growth projected
- 37. Youth outmigration
- 38. Older work force
- 39. Slow/no growth
- 40. Workforce - lack of available employees, skills gap
- 41. Need for additional amenities to entice population growth
- 42. Opioid crisis and major addiction and mental health issues in our younger population

1.5. Aging Population

- 43. Aging community
- 44. Aging community
- 45. Aging demographics
- 46. Local outmigration and rapidly aging population reducing available skilled workforce
- 47. Aging population
- 48. Aging population
- 49. An aging population.
- 50. Changing demographics
- 51. Changing demographics
- 52. Aging population
- 53. Global demographic trends with aging populations, and workplace resource constraints will impact CGS organizational capacity

C. Impacts from Poorly Understood Threats

1.6. Climate Change

- 54. Climate Change.
- 55. Climate Change
- 56. More climate change - mass migration, food security, extreme weather, etc.
- 57. Climate change - community risk
- 58. Climate change and weather catastrophes

- 59. Climate change, globally, will create risks to our community resilience and impose significant demand on our infrastructure to support people displaced from their home lands
- 60. Climate Change
- 61. Climate change and related adaptation requirements

1.7. Societal Effects

- 62. Lack of trust from community
- 63. Lack of understanding of municipal services
- 64. Increase of homelessness due to lack of senior housing.
- 65. Increasing income disparity affects Sudbury because of role as largest city in NE Ontario
- 66. Populism and public mistrust of institutions
- 67. Social trends to misuse social media, and create false impressions of CGS business systems and organizational / political leadership
- 68. Loss of confidence in local economy

1.8. External Reputation

- 69. People from other communities viewing Sudbury as dysfunctional.
- 70. Regulation hindering development opportunities
- 71. National reputation of challenging community for investment and development
- 72. National perception of distance to major economic centres of trade
- 73. Weather events
- 74. Global image of mining communities - impacts workforce attraction. Local NIMBY / Anti-growth and development groups
- 75. Other municipalities are perceived to be more business friendly (supports, set up assistance, incentives, C and I taxation rates)

1.9. Government Changes

- 76. Change at provincial and federal level
- 77. PC government
- 78. Political unrest and uncertainty at higher levels of government within and external to the Country
- 79. Political instability

Question 8B: Strategic Initiatives for Threats

QUESTION 8B: WHAT *STRATEGIC INITIATIVES AND ACTIONS* WOULD YOU RECOMMEND THE CITY OF GREATER SUDBURY CONSIDER PURSUING TO ADDRESS THE *MAJOR EXTERNAL THREATS/RISKS* YOU IDENTIFIED ABOVE?

A. Build the City

1.1. Build Relationships with Senior Levels of Government

1. Creation of intergovernmental relations team to better monitor and advocate
2. Increased liaising with senior levels of government
3. Leverage partnerships with senior levels of government
4. Ride the wave [new Ontario Government]
5. Advocate for additional taxation tools
6. Identify options and support related efforts throughout the municipal sector to secure new revenue tools for municipalities
7. Develop government relations plans that allow everyone to assess how Greater Sudbury's interests are being recognized by senior governments
8. Continue to strengthen local partnerships to address vulnerable populations and advocate for increased provincial and federal support
9. Engage with and participate in advocacy opportunities with the provincial government. Provide input when new legislation is proposed.
10. Lobby the province for a better split of our local mining revenues, and other investments in the North.
11. Work with Province to (re) upload Fire and Emergency Services or aspects of their governance and cost drivers
12. Community advocacy for 4 lane-ing of highway 69

1.2. Streamline City Processes for Flexibility

13. Become ISO Certified as a resilient city, and invest in the metrics where we are lacking.
14. Shrink asset footprint and focus on services levels most important to the community
15. Develop a more flexible and agile permitting and planning system, to better respond to situational changes.
16. Build strong relationships with the Mining Sector to ensure that our business systems and infrastructure meet the needs of this sector
17. Ensure citizens understand value of tax dollars so are not adverse to appropriate annual tax increases to support services
18. Build resilience in our financial planning
19. Push the envelope and aggressively promote deregulation and incentivize new business in Greater Sudbury

1.3. Develop Environmental Policies

20. Seek adaptations to climate change through innovation and preparedness
21. Continue to seek ways to reduce our carbon footprint
22. Develop a community plan for resiliency, with enhanced local energy production, stronger local food production, and protection of the environment
23. Climate Change Task Force
24. Complete asset condition assessments and include consideration of the effects of more extreme weather on infrastructure performance
25. Collaborative approach to communicate and educate locally on the shift to a clean and safe industry based on technology and science. Enhanced communication of the undeniable need for growth in our community.

1.4. Improve Delivery of Current Services

26. Blitz major arterial roads with corresponding linear repairs, prioritize by known liability areas
27. Strengthen/prioritize emergency response & preparedness, both by CGS and by citizens themselves
28. Implement the Customer Service Strategy and Corporate Communications Strategy, both approved in 2018
29. Service level review
30. Ensure support of CGS platforms for dissemination of information and reduce opportunities to allow non-reputable external influences to affect CGS policies and procedures

B. Grow the Workforce Community

1.5. Attract and Retain Workforce

31. Collaborative community investment in developing entrepreneurial skill sets in a growing gig-economy
32. Continue/strengthen attraction & retention of youth, new businesses
33. Focus not only on hard infrastructure renewal, but also on building social infrastructure that provides the lifestyle expected from current and anticipated workforce participants
34. Multi sectoral collaboration and investment in targeted attraction of skilled workforce
35. A citywide strategy for talent attraction and retention. Find out the real issues that effect change
36. Invest in amenities to attract young professionals
37. Plan to retain younger educated residents
38. Promote low cost of living, northern lifestyle
39. Ensure strong employee development, recruitment and retention policy development
40. Partner with private sector to attract talent to our community

1.6. Develop a Seniors Strategy

41. Improvement of services / housing for seniors

- 42. Seniors affordable housing planning
- 43. Encourage retirement residences in our many town centres as part of the nodes and corridors strategy.
- 44. Become age-friendly community by providing services to keep seniors in their home and transportation
- 45. Market Sudbury as a potential retirement community

1.7. Attract Immigrants

- 46. Encourage immigration in conjunction with Federal programs
- 47. Encourage migrants from other countries & other parts of Canada to settle here
- 48. Encourage immigration
- 49. Talent and Immigration Attraction Initiative

1.8. Community Partnerships to Build Workforce

- 50. Leverage partnerships with community stakeholders
- 51. Promote and assist with development of pertinent post secondary emphasis on emerging trades
- 52. Community collaboration leading to increased investment and creation of new and expanded enterprise and employment opportunities
- 53. Collaborative community investment in preparing our children and local workforce with skill sets to flourish and prosper in future environment

1.9. Improved Social Environment

- 54. Aggressively pursue safe injection site, early years education supports and daycare for social housing residents
- 55. Condemn racism, celebrate immigration, and celebrate our diversity.

C. Grow Business Sector

1.10. Promote to Attract New Businesses

- 56. Aggressively market outside businesses to set up in Sudbury.
- 57. Pursue technical jobs
- 58. Attract new industry
- 59. Incent an even greater diversity of job opportunities
- 60. Work with employers; grow businesses by attracting new and supporting existing.

1.11. Reduce and Stabilize Government to Attract Business

- 61. Ensure local political stability and recognized internal cohesiveness that allow local businesses to be confident in CGS to support economic growth
- 62. Initiate plan to promote growth; less reliance on government

1.12. Grow Existing Businesses

- 63. Assist small and medium sized enterprises to globalize
- 64. Grow business

Question 9: Other Strategic Initiatives

QUESTION 9: ARE THERE ANY *OTHER NEW INITIATIVES OR ACTIVITIES* THAT THE CITY OF GREATER SUDBURY SHOULD CONSIDER UNDERTAKING AS PART OF ITS NEXT STRATEGIC PLAN?

A. Retain/Build Workforce

1.1. Community Outreach

1. Safe injection sites
2. Aggressively experiment with human service provision through social housing, day cares, early childhood education, parenting resourcing and employment supports all under one's home roof.
3. Cleaning up the downtown core homelessness/ drugs/ etc
4. More community support groups
5. More affordable housing
6. Establish clear goals and partnerships towards indigenous reconciliation

1.2. Attract Residents

7. Promote the City as having many amenities that appeal to any individual
8. Attract people to come and live in Sudbury
9. Market the bilingual aspect of our community
10. Build a marketing campaign around Greater Sudbury as a better place to get the big lifestyle you want at a price tag you can afford. Advertise to GTA and also send people to job fairs and conferences in an effort to attract talent.
11. Hosting events

1.3. Community Support

12. Have 4 new seniors home (geared to income) built by 2022
13. Collaborating with School Boards to develop community hubs out of surplus schools.
14. Ensure a twin pad (community Hub) is built in Valley east

1.4. Talent Retention

15. Develop a talent attraction and retention strategy, to ensure we are basing our actions on data and best practices.
16. Pilot large scale entrepreneurship skills development and attraction strategy

B. Promote Development

1.5. Promotion of the City

17. Establishment of a Greater Sudbury "embassy" in Toronto Area to make people more aware of what we have to offer.

18. Promoting Greater Sudbury as a great northern lifestyle alternative for workers regardless of where the company they work for is located
19. Celebrate the successes of the municipality and our employees
20. Market the City as the Hub of Northeastern Ontario

1.6. Ease Development Process

21. Create a one-stop shop for development to increase efficiency, help facilitate and also track our development process.
22. Create single point of responsibility for community growth and economic development
23. Eliminate area rated taxes as part of an effort to make Greater Sudbury a fair and sustainable city.
24. Encouraging unsolicited bids on projects from private sector
25. Encourage and ease the process for B&B creation around our 330 lakes
26. Identify and support unique and viable initiatives in each of City's smaller/rural communities

1.7. Promote Development

27. Adopt Global Mining Hub as overarching goal for growth and development
28. Further development of mining safety to export internationally
29. Revitalize Downtown Sudbury with public investment that supports and leverages private investment
30. Promote new development in agriculture opportunities

C. Improve City Service Delivery

1.8. Complete City Service Review

31. Revaluation of each department
32. Making sure that the employees have the proper tools to do their job.
33. Service Level Review
34. Municipal governance review
35. Concrete action on citizen and employee survey results

1.9. Build Transportation Infrastructure

36. Connect our City with multi use train systems
37. Pilot alternate transportation systems in city core (Transportation demand management)
38. Look at different road surfaces to allow reallocation and better stretch of funding

1.10. Environmental Initiatives

39. Environmental initiatives i.e. re-greening success
40. Clean air projects in collaboration of mining sector
41. Elevate parks and natural areas status in organization and create initiative to maximize natural opportunities and outdoor experience development
42. Put together an infrastructure sustainability panel in an effort to identify how we need to reduce, change, and invest in our infrastructure to reach different levels of sustainability.

1.11. Improved Technology

- 43. Improved rural broad band
- 44. Develop a 311 app

1.12. Forward Thinking

- 45. Where do we want to be in 50 years from now and work our way back

Question 10A: Success Measures

QUESTION 10A: QUESTION 10A: ASSUMING YOU ARE ABLE TO SUCCESSFULLY IMPLEMENT ALL OF THE STRATEGIC INITIATIVES THAT YOU PREVIOUSLY PROVIDED, WHAT “OUTCOME SUCCESS MEASURES AND TARGETS” WOULD YOU USE TO REPORT SUCCESS (TO OUTSIDERS) AS IT RELATES TO THE CITY OF GREATER SUDBURY? THE FOLLOWING ITEMS HAVE BEEN SUGGESTED AS OUTCOME SUCCESS MEASURES FOR THE CITY OF GREATER SUDBURY. PLEASE SELECT THE EIGHT (8) MEASURES THAT YOU FEEL ARE THE MOST IMPORTANT FOR THE NEXT 5 TO 7 YEARS.

Item #	Outcome Success Measure	Votes	Support Level
1.	Good Governance: Business plans and reports to Council align with strategic plan and long term planning documents	15	High
2.	Outstanding Services: Measure public satisfaction with customer service and outcomes	14	High
3.	Economic Growth: Measure satisfaction with commercial interests regarding development opportunities	11	High
4.	Economic Growth: Develop industrial land	10	High
5.	Environmental Leadership: Active transportation facilities - cycle lanes, sidewalks and paths — lane km's	9	Moderate
6.	Fiscal Sustainability: Spending in accordance with approved budgets	9	Moderate
7.	Fiscal Sustainability: Achieve full expected life of assets and related equipment	9	Moderate
8.	Outstanding Services: Measure community well-being and the impact of city programs and services, initially establishing a baseline, then measuring the impact over time, using a tool such as the Canadian Index of Well-being	9	Moderate
9.	Good Governance: Measure public satisfaction with amount of information provided to residents	7	Moderate
10.	Economic Growth: Develop commercial land	7	Moderate
11.	Outstanding Services: % of 311 calls resolved (% resolved by 311 operator, % resolved by operational staff)	7	Moderate
12.	Good Governance: Measure public satisfaction with the government of the City of Greater Sudbury	6	Low
13.	Environmental Leadership: Increase conventional transit ridership	6	Low
14.	Economic Growth: Measure industrial occupancy rate	6	Low

Item #	Outcome Success Measure	Votes	Support Level
15.	Outstanding Services: Measure public satisfaction with city programs and services	6	Low
16.	Good Governance: Measure public satisfaction regarding preferred communication channels for the dissemination of information	4	Low
17.	Economic Growth: Measure office occupancy rate	3	Low
18.	Fiscal Sustainability: Total debt levels within council limits (tax supported and self-supported of 12 per cent)	3	Low
19.	Outstanding Services: Measure public satisfaction with opportunities for public involvement with local government	3	Low
20.	Good Governance: External audit of city's financial statements	2	Low
21.	Environmental Leadership: Measure public satisfaction with efforts the city makes to protect the environment	2	Low
22.	Fiscal Sustainability: Cost of local government/central administration as a percentage of total municipal costs	2	Low
23.	Environmental Leadership: Percentage of residential solid waste diverted — single and multi-residential	1	Low
24.	Environmental Leadership: Hectares of all parkland in Municipality as a percentage of total area of Municipality	1	Low
25.	Outstanding Services: External awards and recognition	1	Low
26.	Outstanding Services: 311 Calls answered within established service levels	0	Low

NB: For the purposes of developing a draft strategic plan, we will be working with responses to Questions 1-10A. The balance of the responses are for the information of members of Council and may be used at their discretion in future discussions or directions

QUESTION 10B: ARE THERE ANY OTHER POSSIBLE OUTCOME SUCCESS MEASURES FOR THE CITY IN THE COMING 5 TO 7 YEARS THAT WERE NOT IN THE PRECEDING LIST? PLEASE LIST THEM IN THE BOXES BELOW (AND PREFERABLY IN PRIORITY ORDER).

27. Population Measures

- a) Population increase
- b) Measure growth in property assessment base for taxation purposes
- c) Household income increase
- d) Measure residential population growth in town centres and business areas
- e) Measure quality of life (don't know how you do this)
- f) Community engagement - measures of volunteer participation/person-hours in various programs (cultural, heritage, athletics)
- g) Measure apartment vacancy rates by neighborhood
- h) Measure growth in shared housing and secondary units

28. Development Measures

- i) Tracking vacancies in commercial space and industrial land.
- j) Tourism measures - hotel occupancy, gated admissions at attractions, event attendance
- k) Development measured in terms of permit values
- l) Cultural measures - cultural sector impact on economy (GDP), employment in cultural sector
- m) Measure percentage of building permits approved in accordance with legislation. Measure growth in disposable income of citizens

29. Workforce Measures

- n) Economic Dev: Measure the labour shortage gap
- o) Measure workforce and employment growth
- p) Economic success measured in terms of level of employment

30. Infrastructure Measures

- q) Financial Plans with identified infrastructure needs
- r) Tracking average road lifespan vs. expected lifespan
- s) Environment: Measure lake water quality. Document occurrence of blue green algae, milfoil, salt concentrations
- t) Tracking water systems input/output to track leakage
- u) Tracking # of lane Km's plowed per season, as well as the split between contractor and city kids plowed
- v) Measure road safety
- w) Implementation of the Transit Action Plan
- x) Completion of Elgin Greenway & LaSalle Corridor Improvements

31. City Measures

- y) The fiscal sustainability measures above are weak: we have a 10 year financial plan, I'd like to see a 20 year financial plan with a full 20 year asset management and capital plan demonstrating how we will balance financing to keep taxes at or below inflation and the choices that would require over the next 20 years
- z) Measure our fleet/assets
- aa) Increased trust from citizens, as measured by media audit
- bb) Measurement of asset renewal status
- cc) Look at financing options for purchasing new equipment/vehicles

32. Other Measures

- dd) Will need to think about it

Question 10C: Initiatives for Success

QUESTION 10C: ARE THERE ANY OTHER STRATEGIC INITIATIVES AND ACTIONS THAT YOU WOULD RECOMMEND THE CITY OF GREATER SUDBURY CONSIDER PURSUING TO ACHIEVE THE OUTCOME SUCCESS MEASURES YOU LISTED ABOVE?

A. Focused Efforts

1.1. Gather Information for Targeted Results

1. External consulting audit aiming to maximize the effectiveness of the corporate communications division
2. Develop baseline study of current cultural sector impact, measure regularly to assess performance (e.g. of grant dollars per capita)
3. Develop baseline of current volunteerism; measure regularly to assess performance
4. Snow Removal Report - to better track and communicate the cost and reality year-by-year of dealing with winter roads, trails and sidewalks in Greater Sudbury
5. ISO Certification to build on our benchmarking, allow for better identification of issues, communication of successes, and better talent attraction.

1.2. Increase Population Support

6. Support tourism sector and implementation of the Municipal Accommodation Tax and the measures it will provide
7. Increase programs that attract people to stay in their home longer like Community Para-medicine
8. Stay and Play campaign, targeted at people who visit Greater Sudbury, as well as people who are identified as purchasing/selling their homes.

1.3. Needs more thought

9. Needs more thought

B. Continue Existing Strategies

1.4. Enhance Current Programs

10. Enhance public safety with better HAZ MAT service by our Fire department
11. Operations Depot renewal: including salt/sand domes
12. Look at financing our vehicles for Winter control and other department so the employees have the proper equipment to do their jobs
13. Ensure that the increased demand for service in different departments are met with the additional FTE required to provide service.

1.5. Continue Infrastructure Work

- 14. Look at debt financing for road project i.e. Lorne Street which is a majority arterial into our community
- 15. Sustainable Infrastructure Strategy

1.6. Ensure Strategic Development

- 16. Nodes and Corridors Strategy - ensuring that existing vacancies in commercial space, residential space and industrial land that exist along our nodes and corridors are ready to be developed.

Question 11A: Products, Services, Programs to Add

QUESTION 11A: WHAT NEW PRODUCTS, SERVICES OR PROGRAMS SHOULD THE CITY OF GREATER SUDBURY CONSIDER OFFERING? EVERY ORGANIZATION PROVIDES A VARIETY OF PRODUCTS AND SERVICES. THE CITY IS NO DIFFERENT. BUT, WHAT NEW PRODUCTS, SERVICES AND/OR PROGRAMS SHOULD THE CITY OF GREATER SUDBURY CONSIDER OFFERING TO THE PUBLIC AND OTHER STAKEHOLDERS?

A. Category 1

1.1. Technology Offerings

1. 311 App: easy way for public to report issues with pictures
2. Expand public WiFi access - this recognizes the prevalence of technology in our society and expands opportunities for any resident, regardless of income, to access internet services
3. More electronic applications
4. Introduce Internet of Things protocols for infrastructure - by designing standards and expectations for the use of new sensors to automatically collect condition/performance data we can help ensure the city is well positioned for stronger asset management and is responsive to residents/businesses that rely on mobile technology
5. More digital services for people who want to be able to access information, services, and programs digitally and reducing the pressure on phone calls and in person visits.
6. Where's my snow plow app: Provide the answer residents are continuously asking via phone and email

1.2. Active Population Programs

7. Multi-use recreational facilities with summer / winter offerings
8. Connecting considerable green space with trail and bike path / transit network
9. Enhanced winter sidewalk maintenance - support our city as the most walkable city
10. Improving on our Adanac ski hill
11. improvements to our beautiful beaches
12. Up grading our city playgrounds

1.3. Outreach to Stakeholders

13. I would like to measure what we offer with other municipalities evaluate the difference and see if we make changes
14. Various services, including professional advice and services to other communities across northern ontario

15. Intergovernmental relations - resource required to better coordinate CGS advocacy, grant applications and policy representation
16. Better public engagement tools and opportunities: we need quality public engagement from the people we rarely hear from

1.4. Culturally Aware Services

17. Safe injection sites
18. Indigenous relations - permanent liaison staff required to ensure our municipality, located within Treaty Territory, is responsive to TRC Calls to Action
19. Strengthen Tourism Event Support program with specific program stream for start-up events and festivals
20. Greater Sudbury string quartet in residence program, as well as a band around town program. Help to develop our local culture and talent.
21. Making downtown core more of a folk arts community
22. Hosting more events

1.5. Programs for Seniors

23. Age-friendly services to help seniors live healthy and safely in their home by providing basic maintenance services such as snow removal, yard work, house cleaning.
24. Clearing of driveways after grading support aging population
25. Senior Community Centres: Use existing space in City buildings for local drop-in centres for seniors. A network of these centres is required across the city for community and aging in place.

1.6. Development Offerings

26. Develop Regional Business Centre programs, such as Starter Company Plus, specific to Newcomers and Immigrants
27. One-Stop Shop for Development. Staff at TDS, and also at each citizen service centre either through training of existing staff or addition of staff.
28. GIS maps: Market Research addition - so that entrepreneurs and prospective businesses can easily access information on the commercial/industrial layout of the city

1.7. Financially Aware Services

29. Review some of our businesses and see if we should continue with them or divest
30. Asset and Facilities Management and Maintenance Support - Relieve operations staff from burden of responsibility for building envelopes and external contracts (plowing etc)
31. Train all staff to recognize and use “Lean” techniques - service improvement and reliable performance is everyone’s responsibility, not just a few specially-trained people. While those specialists could help launch service improvement initiatives and leverage the variety of available performance data we have, giving all staff some insights into how they can help examine their workflows, policies and standards to identify potential improvements increases the potential for change and supports a trusting, empowered organization culture

32. We are at a point where any added service must be scrutinized. But with a proper service level review we can right size of lines of service, focus on our mandated services and others which are both cost effective and a strength.

1.8. Environmental Programs

- 33. Septic Tank permit issuance/monitoring and licensing
- 34. Improve our process to enable and encourage residents to recycle and dispose of organic waste more easily and with fewer restrictions. Ie type of bags

1.9. Entry Level Services

- 35. Pilot enhanced incentives encouraging shared housing and secondary units with an incentive program
- 36. More available and reliable transit as an investment in infrastructure to support ease of future growth

1.10. Volunteer Run Services

- 37. Collaborative community volunteer network providing affordable meal preparation
- 38. Collaborative community volunteer network providing free or low cost computer skills training

1.11. Cost Recapture Services

- 39. Ensure means test for residents of Greater Sudbury for use of transit and leisure programs.
- 40. Truck tolls: Find a way to have trucks that use our roads pay a toll to offset the cost of the use.

Question 11B: Products, Services, Programs to Drop

QUESTION 11B: WHAT *EXISTING* PRODUCTS, SERVICES or PROGRAMS SHOULD THE CITY OF GREATER SUDBURY CONSIDER DROPPING?

A. Category 1

1.1. Long Term Care

1. City owned Long Term Care Facility; should not compete with private sector
2. Long term care
3. Long term care
4. Long term care - not mandated and constantly a draw on our finances 3-4M per year, and major capital requirements coming down the pipe
5. Long Term Care Facility
6. Long term care home
7. Long Term Care: in competition with private sector, Municipality is not required to provide this service
8. Long term care

1.2. Leisure Programs

9. Leisure programs such as playground programs and ski hills.
10. Review camp grounds, fitness gyms, and even pioneer manor
11. Ski Hills - Competing with private sector
12. Fitness centres are available privately and should be outsourced or closed
13. Move to having only one ski hill - Adanac - low usage
14. Ski hill

1.3. City Utility Services

15. Water and Wastewater could be transferred to utilities corporation - perhaps merged with GSU
16. Fleet maintenance and repair - we can't seem to get that right and it's costing us a fortune
17. GSU; sell to another provider; provides very little benefit to citizens
18. Outsource waste collection: Many cities have gone this route; users pay and it is removed from the property tax levy

1.4. City Arenas

19. Dilapidated arenas; too costly a service for underutilized assets
20. Field houses in their current state. We need to reimagine many of our field houses as they are being heated and we are paying overhead without a great deal of utilization.
21. Rationalize community arenas and build new multi pads - low usage in some arenas and super usage in others

- 22. The KED - We don't need a new arena, as our current one is functioning just fine and has a lot of life left in it.
- 23. Community halls

1.5. Generally Anything Also Done Privately

- 24. Any business where we have private sector alternatives readily available - e.g. ski hills, long term care home
- 25. Any leisure or recreational services that directly compete with the capacity of the private sector to deliver such similar services and programs
- 26. Certain recreation where we clearly compete with the public sector

1.6. Pioneer Manor

- 27. Pioneer manor
- 28. Pioneer Manor - very expensive, and either needs to be overhauled to be competitive and expanded, or reconsidered.
- 29. Re-examine the viability of keeping Pioneer Manor as a city service

1.7. Personnel Management

- 30. Traffic crossing guards
- 31. Re-examine the number of communication staff at the city
- 32. Re-examine the number of personnel in Human Resources
- 33. Physician recruitment: anecdotally we have enough family doctors in GS

1.8. Parking

- 34. Outsource parking: Can be better managed by private company
- 35. Parking - there are private suppliers ready to provide this service at appropriate price levels
- 36. Trailer parks
- 37. Large scale (lot) parking

1.9. Fire Service Overspending

- 38. Reducing the number of fire halls that overlap in certain areas and which has been already identified.
- 39. Fire services governance and budgeting, we don't control costs, so the Province should model the services after the OPP

1.10. Development Fees

- 40. Area-rated taxes. The tax is not reflective of the real costs associated with the different areas of living, and are causing division in our city.
- 41. Re-examine how economic development services are offered in the community to make it more accessible for existing and potential investors.

1.11. Attractions

- 42. Farmers market
- 43. Museums and archives

1.12. Other Services

- 44. Mandatory translation

Question 12: Other Thoughts

1.1. Let's Grow This City

1. It is key that we align ourselves with our community partners toward building an even better Greater Sudbury. The message is that we are in this together and we need to work together to grow our city in an economically, socially and environmentally sound way.
2. Let's grow this City!
3. Looking forward to the discussion and the continued work to make CGS the best place in Ontario to be. Thank you
4. Must focus on partnerships and attracting industry to ensure the future sustainability of our City.

1.2. Focus on Value

5. As city Council we need to work together to become more efficient, so we can develop a better economic future for the city of greater Sudbury.
6. Providing an answer to this response if mentioned would identify myself as the Councillor to some. At any rate, I feel Council should be initiating a "core service Review" As mentioned in the preface of this exercise we are currently involved with some 60 lines of business - most of which require tax subsidies. Our limited industrial tax base forces the residential tax payer to carry that cost. Unsustainable.
7. The City has a unique opportunity to emerge as a community of choice for new workers, families and retirees to the tremendous life style choice opportunities. A strategic plan that recognizes the opportunities and markets our strengths will allow us to continue to recognize real and sustained economic growth.

1.3. Finish What Was Started

8. I believe that the Corporate Strategic Plan for 2014-2018 could be continued with a simple change of date to 2018-2022. We were well on our way to accomplishing many of our goals and objectives and now we need to finish what we started during the next four years.
9. We should be more diligent in following the plans which have been developed to grow our city such as our Official Plan, Downtown Master Plan etc. So to promote in-filing and sustainable infrastructure.

1.4. The Exercise

10. I found this process tedious. Not my favorite.
11. Personally myself being new to council and trying to answer these questions so early in our process is unfair.
12. Thank you for the thought-provoking survey. I hope that this leads to some great discussions and allows us to do some real good in the city.

Appendix: Demographics

Position in the City

Position	Count
Mayor or City Councilor	11
City Senior Executive Management team	9
Total	20

Work Experience

Experience	Count
Working less than 2 years	1
Working more than 2 but less than 5 years	3
Working more than 5 but less than 10 years	0
Working more than 10 years but less than 20 years	4
Working more than 20 years	12
Total	20

Service to the City of Greater Sudbury

Service Length	Count
Less than 1 year	2
More than 1 year and less than 5 years	11
More than 5 years and less than 10 years	3
More than 10 years	4
Total	20