



Council Strategic Planning 2018-2033

Reference Material

Purpose of this Document

This document provides a starting point for a discussion about Council's priorities and the changes it wants to produce in the community's infrastructure, quality of life and economy. It is not, and is not intended to be, an exhaustive list of issues, nor a comprehensive analysis of all of the factors that Council may wish to consider during its strategic planning activities.

What is Strategic Planning?

Strategic planning is the process of identifying the unique and valuable activities that produce significant, desired changes to the current environment. It requires the consideration of trade offs and choices that provide the best chance of achieving intended outcomes, including choices about what **not** to do.

What is Council's Role?

City Council decides what to include in the strategic plan and sets the direction the corporation will follow for at least the next four years.

Vision, Mission and Values

A variety of tools and data is available to support Council's deliberations. A primary support tool is the corporation's Vision, Mission and Values statements. These describe the essential elements that guide the corporation's decisions when clear choices or data are otherwise not available. Ultimately, the corporation's **Vision** is:

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

The corporation's **Mission** is:

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

The corporation's **Values** are:

- Acting today in the interests of tomorrow
- Providing quality services with a citizen focus
- Embodying openness and transparency
- Communicating honestly and effectively
- Creating a climate of trust and a collegial working environment to manage our resources efficiently, responsibly and effectively
- Encouraging innovation, continuous improvement and creativity
- Fostering a culture of collaboration
- Ensuring an inclusive, accessible community for all
- Respecting our people and our places

What's Not Changing?

Notwithstanding the focus on “change” in a strategic planning setting, it is valuable to consider what **won't** change. This may be at least as important as deciding what the change agenda looks like because the stability of the things that won't change provides opportunities for investments that produce long-term benefits. For example, it is likely that:

- Taxpayers will always expect value for money
- Taxpayers will always expect that Council will be mindful of the balance between service levels and affordability
- The City will always need a talented and capable workforce

What Could Our Strategic Plan Address?

Infrastructure That Supports Economic Development and Lifestyle Expectations

Demographic changes, choices about asset management and how residents and visitors alike use our infrastructure to experience our city all significantly influence our choices about infrastructure investments. Topics for discussion could include:

Asset Management Renewal	Design and Place Shaping
Culture and Tourism	Public Transit
Waste Management/Waste Diversion	Telecommunications
Transportation System Improvements	

Environmental Sustainability

There are long-term consequences from decisions we make today that can significantly influence our natural environment and our ability to use natural resources to support our lifestyle. Topics for discussion could include:

Climate Change

Water and Wastewater

Stormwater Management

Protect and Enhance the Natural Environment

A Prepared, Resilient Community That Can Compete on a Global Stage

There are external factors for which the city has little or no direct control that can nonetheless significantly influence its operations. Whether your focus is on the city's economic competitiveness, taxpayer affordability, skills availability or its readiness to respond to community emergencies, topics for discussion could include:

Workforce management and development

Affordable financing plans and service levels

Multi-sector collaboration

Evolving transportation demands

Leveraging and developing Greater Sudbury's key strengths

Appropriate technology utilization

Emergency preparedness and response

Data management and analytics

Business Attraction, Development and Retention

Collaboration, partnerships and service integration opportunities

Inclusive Growth

Inclusive growth is growth that benefits everyone. It anticipates all members of our community have access to essential services, and that both financial and non-financial benefits from increased prosperity are distributed across our society. Topics for discussion could include:

Housing

Municipal-Indigenous Relations

Heritage Properties

Culture and Tourism

Population Health Calls to Action

Immigration and Refugee Settlement

Transportation and Accessibility

Multi-Cultural Support

Diversity

Community Trust and Confidence

Having the community's trust and confidence is a municipality's "Return on Investment". When trust and confidence exist, City Council can anticipate effective results and a cycle of positive outcomes.

Topics for discussion could include:

Community Engagement	Customer Service Improvements
Evolving use of digital service channels	Asset Management and Renewal
Promote a culture of public accountability, transparency and outcome achievement	Local Investment and Development

Questions to Consider

What do you think of the current vision, mission and values? Do they still apply? Do they need to be altered? If so, in what way?

What kind of city would you like to see Greater Sudbury become in 15 or 20 years?

What critical elements or attributes would need to be in place to make the city what you want it to be?

What are the main barriers that prevent the kind of evolution you anticipate for the city?

Technical Reference

Public and municipal infrastructure is the groundwork to ensuring that a community is an attractive place to live, work, raise a family, or do business. The trends identified by the organization's departments resonate with trends at the provincial, federal and global stages. They include:

- 1- Demographic changes
- 2- Changes in service level expectations and types of services offered
- 3- Changing legislative frameworks
- 4- Labour force impacts to the municipal labour force
- 5- Application of innovative technologies
- 6- Need for infrastructure renewal
- 7- Impact of global factors

For the purpose of this report, four comparator municipalities are presented, each with their own similarities to the City of Greater Sudbury. Looking at population size, recent population growth, the geographic footprint and density of the community provide context for municipal service delivery in each community. The data sets also provide context as to why we may be experiencing certain challenges and opportunities by looking at how we differ from our counterparts.

Comparator Municipalities					
City	Population 2018	Population 2011	% Change	Areas (km ²)	Population Density 2018
Greater Sudbury	161,531	160,274	0.8	3,228.35	50.04
Thunder Bay	107,909	108,359	-0.4	328.36	328.63
Kingston	123,798	123,363	0.4	451.19	274.38
Guelph	131,794	121,688	8.3	87.22	1,511.05
Windsor	217,188	210,891	3.0	146.38	1,483.73

At a local level, municipalities across Ontario and Canada feel similar challenges faced by the City of Greater Sudbury. Both the *Association of Municipalities of Ontario (AMO)* and the *Federation of Canadian Municipalities (FCM)* have identified common issues across most communities. AMO for example, identifies the diversification of municipal revenue streams as the key to long-term sustainability. Currently, the largest revenue source for Ontario municipalities remains property taxes, with transfer payments, user fees and service charges, development charges and other miscellaneous revenues as other sources. Limited revenue streams make it increasingly difficult for municipalities to meet and exceed current service level expectations and finance infrastructure maintenance and new construction. Further, the *Municipal Benchmarking Network of Canada (MBNCanada)* provides valuable evidence-based data and speaks to citizen expectations for transparency and effective municipal services. Recognizing the importance of efficiency, how can municipalities use this information to improve service delivery and allocation of resources?

Common municipal policy priorities over the next 5 years at the provincial and national stages include:

<p>Housing</p> <p>Affordable Housing 2017 National Housing Strategy</p>	<p>Emergency Preparedness and Response</p> <p>Rail Safety Emergency Preparedness Fire Regulations</p>	<p>Infrastructure and Municipal Assets and Services</p> <p>Municipal Infrastructure Public Transit Waste Diversion Telecommunications</p>
<p>Health</p> <p>Cannabis Implementation Opioid Response Emergency Health Services and Changes to the Ambulance Act</p>	<p>Economy</p> <p>Changes in Workplace Laws International Trade and Free Trade Agreements</p>	<p>Relationships</p> <p>Municipal-Indigenous Relationships Immigration and Refugee Settlement</p>

Supporting these priorities and finding alignment with related internal challenges and opportunities will provide a framework for Council in their decision making process. Using this information will allow us as a community to pivot and leap forward to maximize the use of existing resources, provide outstanding customer service, and offer municipal services for our changing demographics.

TREND 1: Demographic Changes

Demographic changes refer to the changing structure of a population. Similar to Ontario and other parts of Canada, the population of Greater Sudbury is aging, meaning the median age is higher. Further, the community is increasingly diverse, home to individuals knowing one or both official languages, a growing Indigenous population, and an important immigrant population. These demographic factors impact not only the makeup of our community but also the municipal services required for each cohort's needs.

Related Internal Challenges and Opportunities

CHALLENGES	OPPORTUNITIES
Outdated means-testing processes Aging population and demographic transformation Declining participation in sports and membership-based activities Unhealthy population profile	Libraries and citizen service centers as community resources Modest population growth Volunteer-based programming activities

Impacted Departments

Children Services	Leisure Services
Community Safety	Planning Services
Housing Services	Social Services

TREND 2: Changes in Service Level Expectations and Types of Services Offered

The nature of our business is changing. New technologies have also created amplified expectations for access to information and public participation. As such, different age groups have different expectations, making it challenging to ensure that existing services meet current needs as we plan for future needs.

Related Internal Challenges and Opportunities

CHALLENGES	OPPORTUNITIES
Higher customer service expectations Adapting to growth in use of digital channels Meaningful and sincere citizen engagement Increased demand and access to information Matching funding with service demand Transformation of transportation demands and expectations	Healthcare reform and alternative models of care Business Intelligence Collaboration, partnerships, and integration of services Transformation of transportation demands and expectations

Impacted Departments

Communications and Community Engagement	Leisure Services
Community Safety	North East Centre of Excellence for Seniors' Health
Information Technology	Roads and Transportation
Legislative Services	Transit

TREND 3: Changing Legislative Frameworks

Municipal services exist within a provincial framework. As a municipality, our organization is expected to adapt and keep up with a changing legislative climate. This impacts all departments both in our ability to provide services as well as internal accountability practices.

Related Internal Challenges and Opportunities

CHALLENGES	OPPORTUNITIES
Developing analysis and mitigation strategies Ensuring compliance of new rules and regulations Changing priorities at other levels of government	Positive results of legislative changes and new opportunities

Impacted Departments

Building Services Community Safety Engineering	Finance, Assets and Fleet Human Resources and Organizational Development North East Centre of Excellence for Seniors' Health
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TREND 4: Labour Force Impacts to the Municipal Labour Force

Shifting demographics not only affects the City of Greater Sudbury's service level expectations, but also our internal ability to provide these services. Our organization is also a workplace with a need to recruit, attract, and retain skilled labour. The current economic and demographic climate makes this challenging as the nation faces labour force shortages in nearly every industrial sector and occupational skill level.

Related Internal Challenges and Opportunities

CHALLENGES	OPPORTUNITIES
Recruitment and retention of specific skill sets Recruitment for key municipal roles Insufficient size of labour pool	City image and branding Advanced succession planning Recruitment of skilled immigrants Labour force migration

Impacted Departments

Building Services Community Safety Economic Development	Engineering Human Resources and Organizational Development North East Centre of Excellence for Seniors' Health
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TREND 5: Application of Innovative Technologies

The development of new technologies provides both opportunities and challenges to the organization. Current and emerging technologies provide a plethora of data on daily practices and operations. With this comes the ability to streamline certain tasks, improve operational practices and maximize efficiencies across the organization.

Related Internal Challenges and Opportunities

CHALLENGES	OPPORTUNITIES
None reported	Leveraging new technologies to improve access to information, efficiency of tasks and delivery of services, and utilizing data to design and adapt service-delivery. Citizen interface improvements

Impacted Departments

Building Services Community Safety Finance, Assets and Fleet Human Resources and Organizational Development	Information Technology Financial and Support Services Legislative Services
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TREND 6: Need for Infrastructure Renewal

The City of Greater Sudbury's infrastructure is aging and with this, comes new challenges to offer modern services within dated structures. Today's demands on infrastructure focus on energy efficiency, inclusiveness, and accessibility. The needs and expectations of today's Sudburians do not always match with infrastructure built to meet the demands of 25 to 50 years ago.

Related Internal Challenges and Opportunities

CHALLENGES	OPPORTUNITIES
Supply and demand mismatch of subsidized social housing units Aging of overall infrastructure Retrofit of infrastructure to meet current needs	Modern and green buildings and vehicles Recent public transit infrastructure investments

Impacted Departments

Financial and Support Services Housing Services Leisure Services	Roads and Transportation Transit
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TREND 7: Impact of Global Factors

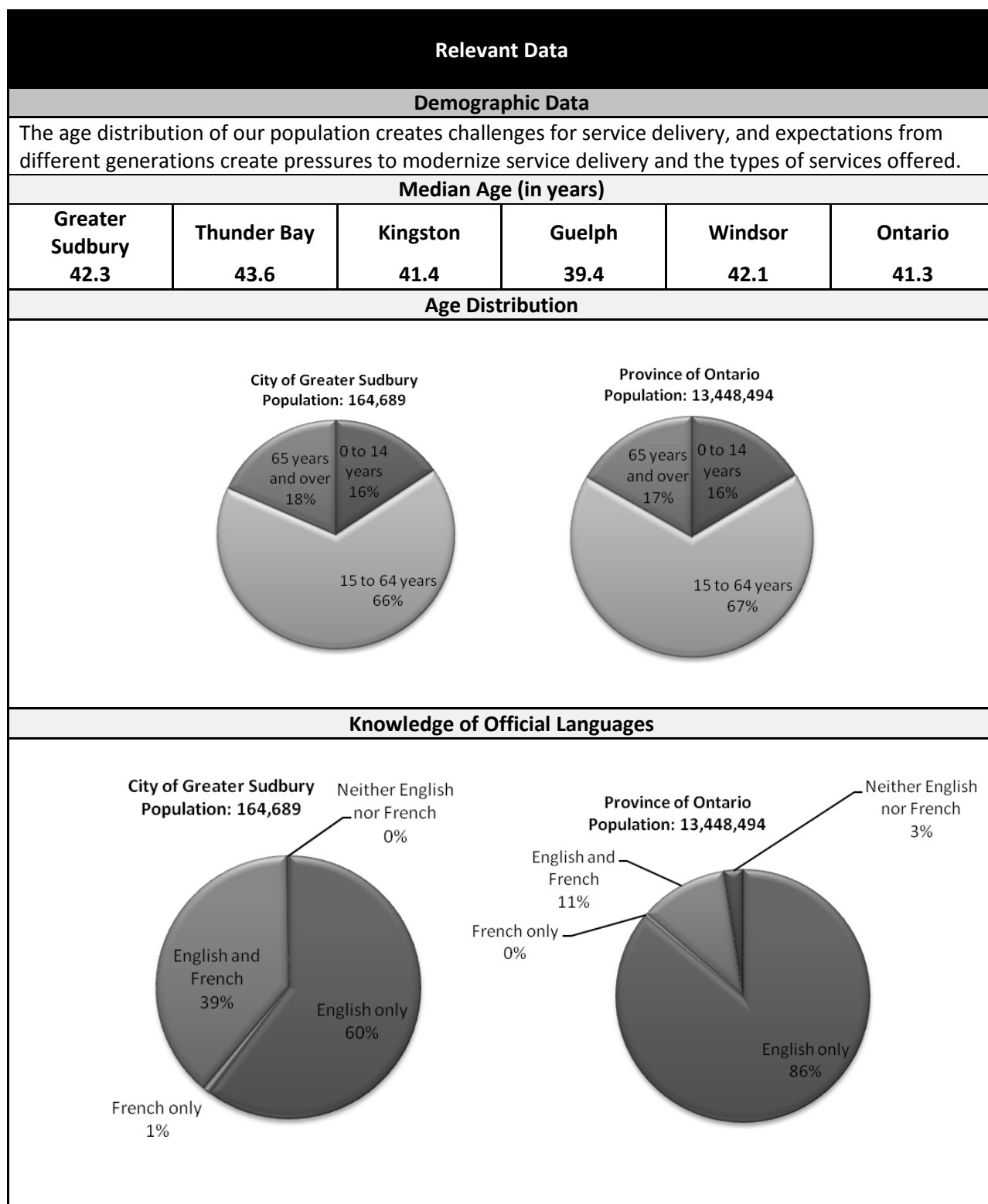
There are external factors for which the municipality has no control however greatly impact the organization's operations. These are primarily economic factors, for example shifting global economic conditions, firm competitiveness, reduce or increased demand for certain products, and fluxuating commodity prices. Further, climate change has led to volatile weather patterns that increase pressure on how we plan and delivery services and to existing infrastructure.

Related Internal Challenges and Opportunities

CHALLENGES	OPPORTUNITIES
Climate change Macroeconomic pressures Sustainable funding	Opportunities in new and expanding markets Firm competition

Impacted Departments

Community Safety Economic Development Environmental Services Information Technology	Financial and Support Services Planning Services Roads and Transportation
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Aboriginal Population		Immigrant Status	
City of Greater Sudbury 9.7%	Province of Ontario 2.8%	City of Greater Sudbury 6.2%	Province of Ontario 30.6%
Median Total Income of Households in 2015			
City of Greater Sudbury \$71,687		Province of Ontario \$74,287	
Median Total Income of One-Person Households in 2015			
City of Greater Sudbury \$34,506		Province of Ontario \$36,900	
Median Total Income of Two-or-More-Person Households in 2015			
City of Greater Sudbury \$93,244		Province of Ontario \$90,967	

