

Presented To:	City Council
Presented:	Tuesday, Jan 29, 2019
Report Date	Tuesday, Jan 15, 2019
Type:	Managers' Reports

Request for Decision

Strategic Planning Community and Stakeholder Engagement

Resolution

THAT the City of Greater Sudbury approves the engagement plan outlined in the report titled "Strategic Planning Community Engagement Plan", from the Chief Administrative Officer presented at the City Council meeting on January 29, 2019.

Relationship to the Strategic Plan / Health Impact Assessment

This report relates to the Pillar of Responsive, Fiscally Prudent Open Governance as identified in the Strategic Plan of Council 2015-2018.

Report Summary

The City will be engaging residents twice throughout the strategic planning process, first to provide input into the identification of strategic opportunities for the city and second to validate the draft strategic plan. These processes supplemental to other, previous, consultative processes. Upon approval of the community engagement plan, staff will prepare materials and the first phase of consultation will begin during the week of February 4, 2019.

Financial Implications

There are no financial implications associated with this report.

Signed By

Report Prepared By

Eliza Bennett
Director of Communications and
Community Engagement
Digitally Signed Jan 15, 19

Financial Implications

Jim Lister
Manager of Financial Planning and
Budgeting
Digitally Signed Jan 16, 19

Recommended by the Department

Eliza Bennett
Director of Communications and
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Digitally Signed Jan 15, 19

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jan 16, 19

Strategic Planning Community Engagement Plan

Purpose

The purpose of this report is to seek Council's approval for the proposed engagement and consultation plan associated with the strategic planning process.

Background

At the January 8 Special Council Meeting, Council received a presentation from Dr. Chris Bart about strategic planning. Council's strategic planning process is expected to be completed throughout the first and second quarters of 2019 and will include a robust community engagement component.

Strategic Planning and Community Input

This section describes the proposed community consultation plan associated with the strategic planning process.

Two-Phased Approach to Engagement

The engagement plan for the strategic planning process is designed in two phases to allow for input on two occasions before the plan is finalized.

The first phase of the engagement process includes a survey that will be made available to all residents as well as circulated to stakeholders. It will be available both electronically and in paper copy at Citizen Service Centres. The purpose of the survey is to gather input into community priorities and to provide an avenue for citizens to express their thoughts about opportunities for the City.

Feedback received through the survey will be provided to Council ahead of the strategic planning retreat, which is scheduled for March 22 and 23. This will allow Council to consider the input provided in developing their strategic framework. The questions in the survey are aligned with those in the survey for members of Council and the Executive Leadership Team and are provided in Appendix A of this report for Council's review.

The second phase of the engagement process will take place once a first draft of the Strategic Plan is established. The purpose of this phase of the engagement is to validate that the draft plan appropriately reflects the needs of the community as well as the organization. Feedback received during this phase of the process will be used to establish a revised draft of the Strategic Plan for Council's approval. This

phase of the consultation process will include broad circulation of the draft with questions for citizens to provide feedback into the plan.

Other Sources of Community Input

Council has a wide range of data about community priorities to inform their decisions around a strategic plan. The feedback that is received over the course of the strategic planning process will be considered in conjunction with other sources of feedback received over the last year.

Specifically, the results of the 2018 Citizen Satisfaction Survey were presented to Council in August 2018. This independent survey of resident satisfaction, issues and expectations was completed as part of Council's commitment to engage citizens in decisions that affect municipal programs, services and policies. To complete the survey, Metroline Research Incorporated, a national marketing firm, conducted 1,200 telephone interviews in late spring 2018. A further 1,050 residents completed the survey online. The results of this survey reflect statistically valid data about citizen priorities for the next several years that will be used to inform the strategic planning process.

In addition, the recent municipal election provided elected officials with significant opportunity for discussion with constituents. It is anticipated that these conversations will inform Council's identification of strategic priorities for the next several years.

Public input for budget 2019 will take place until mid-February 2019, and it is expected that Council will be able to use feedback received through that process to inform their strategic planning discussion.

Finally, consultation has been initiated at the stakeholder level by way of the Community Champions group, which consists of community leaders including Mayor Bigger and Ed Archer, the City's Chief Administrative Officer.

Conclusion and Next Steps

The City will be engaging residents twice throughout the strategic planning process, first to provide input into the identification of strategic opportunities for the city and second to validate the draft strategic plan. These processes supplemental to other, previous, consultative processes, such as the 2018 Citizen Satisfaction Survey, election consultations and conversations, and other consultation done as part of municipal projects over the course of the last six months that will inform Council's discussions and their identification of priorities

Upon approval of the community engagement plan, staff will prepare materials and the first phase of consultation will begin during the week of February 4, 2019.

Resources Cited

City Council Meeting of August 14, 2018 .Report titled “2018 Citizen Survey Results.”

<https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&lang=en&id=1245&itemid=14481>

Special City Council Meeting of January 8, 2019. Report titled “Council Strategic Planning.”

<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=2&id=1403>

Appendix A: Citizen Survey for Strategic Planning Process

1. Following is a list of areas of possible strategic priority for the City of Greater Sudbury over the next several years. Please select the **ten** priorities that you feel are most important to address over the next 3 to 5 years.

I. **Infrastructure**

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.

- a. Asset management renewal
- b. Design and place shaping
- c. Culture and tourism
- d. Public transit
- e. Waste management/waste diversion
- f. Telecommunication

II. **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.

- a. Climate change
- b. Stormwater management
- c. Water and wastewater
- d. Protect and enhance the natural environment

III. **Competitive Community**

There are external factors for which the city has little or no direct control that can nonetheless significantly influence its operations. This area focuses on things like the city's economic competitiveness, taxpayer affordability, skills availability or its readiness to respond to community emergencies.

- a. Workforce management and development

- b. Appropriate technology utilization
- c. Affordable financing plans and service levels
- d. Emergency preparedness and response
- e. Multi-sector collaboration
- f. Data management and analytics
- g. Evolving transportation demands
- h. Business attraction, development and retention
- i. Leveraging and developing Greater Sudbury's key strengths
- j. Collaboration, partnerships and service integration opportunities

IV. 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.

- a. Housing
- b. Population health calls to action
- c. Municipal-Indigenous relations
- d. Immigration and refugee settlement
- e. Heritage properties
- f. Transportation and accessibility
- g. Culture and tourism
- h. Multicultural support
- i. Diversity

V. Community Trust

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.

- a. Community engagement

- b. Customer service improvements
- c. Evolving use of digital service channels
- d. Asset management and renewal
- e. Promote a culture of public accountability, transparency and outcome achievement
- f. Local investment and development

Are there any other areas that you feel are of **strategic priority for the City** in the coming 5 to 7 years that were not on the previous list?

2. What are the **major opportunities** available to the City of Greater Sudbury to possibly pursue to create a stronger community? Please type separately into the boxes below.

What **strategic initiatives or actions** would you recommend that the City consider pursuing to take advantage of the opportunities identified above?

3. What are the **major external threats or risks** that you believe may negatively impact or affect the City? Please type separately into the boxes below.

What **strategic initiatives or actions** would you recommend that the City consider pursuing to mitigate of the possible risks identified above?

4. Are there any other **new initiatives or actions** that the City of Greater Sudbury should consider undertaking as part of its strategic plan? List as many as you feel passionately about by typing them in priority order in the boxes below.
5. The City is in approximately 60 lines of business. What **new products, services and/or programs** should the city consider offering to the public, its staff and other stakeholders?
6. What **existing products, services and/or programs** (if any) should the City consider no longer offering? Please list them in the boxes below and provide a rationale for your suggestion.
7. Do you have **any other feedback** you would like to share with Council as part of their strategic planning process?