

Policy Discussion Papers Decision Requested

Request for Recommendation Priorities Committee


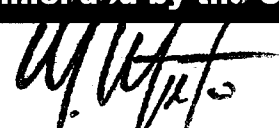


Type of Decision									
Meeting	February 7, 2007				Report Date	January 31, 2007			
Decision Requested	X	Yes		No	Priority	X	High		Low
	Direction Only				Type of Meeting	X	Open		Closed

Report Title
Constellation City - First Report

Budget Impact / Policy Implication	Recommendation
X This report has been reviewed by the Finance Division and the funding source has been identified.	

	<p>THAT the City of Greater Sudbury is a Community of Communities and, that the Constellation City concept and its core values form the basis for municipal policies and decision-making in Greater Sudbury.</p>
X Background Attached	Recommendation Continued

Recommended by the Department	Recommended by the C.A.O.
 Caroline Hallsworth Executive Director, Administrative Services	 Mark Mieto Chief Administrative Officer

Report Prepared By	Division Review
Caroline Hallsworth Executive Director, Administrative Services	

EXECUTIVE SUMMARY

The Community Solutions Team presented its report entitled “Constellation City: Building a Community of Communities in Greater Sudbury” on January 10, 2007. At that meeting, a resolution was passed, which included a recommendation “that the Priorities Committee of Council be considered as the Implementation Committee which will guide and monitor the progress of implementation of this report.”

The first recommendation contained within the report is that Council “adopt a resolution declaring that the City of Greater Sudbury is a Community of Communities and that the Constellation City concept and its core values form the basis for municipal policies and decision-making in Greater Sudbury.”

BACKGROUND

As described in the “Constellation City” Report (pgs. 12-13),

The term “Constellation City” means a city that is made up of individual, stellar, communities. Each of these communities has unique attributes. They might vary in size and distance from the core, they may differ in demographics and in their economy, they might differ in their needs from the municipality and they might differ in the amount and type of contributions they make to the larger city. Collectively, however, these communities form a whole that is greater than the sum of its parts; they form a “Community of Communities,” the City of Greater Sudbury.

The Community Solutions Team identified several values that must be present to build and sustain a successful Constellation City. These core values should form the basis of the relationship between the city and its citizens and between the city and its constituent communities. They are:

Inclusiveness

*All communities must feel part of the whole
Preservation and celebration of community history
Creates shared experiences*

Openness and accessibility

*Links for citizens with policy makers; access to services
Transparency and accountability*

*Enhances democracy – citizens get information on how and why decisions are made
High quality, responsive customer service
Timely, affordable, accessible*

Fairness

Not necessarily equality – respect for individual circumstances

Superb communications

Two way flow of information using multiple media and access points

Decentralization as appropriate

Finding the balance between local decision-making and cost effective management

The adoption of the Constellation City concept and its core values are the basis for all of the recommendations in this report and, in fact, the adoption of this concept is the Community Solutions Team’s first overarching recommendation.

The first recommendation of the Constellation City Report relates to the fact that the Constellation City is a Community of Communities and states:

That the City Council adopt a resolution declaring that the City of Greater Sudbury is a Community of Communities and, that the Constellation City concept and its core values form the basis for municipal policies and decision-making in Greater Sudbury.

The report goes on to state that recommendations are grouped into categories that emphasize their intent to help build Greater Sudbury into a true *Constellation City*: a city that is *Connected, Caring, Empowered and Equitable*. Each of the recommendations has been assigned to a department as described below. The departments have begun to incorporate the work associated with reviewing and reporting on recommendations into their workplans. A more detailed Constellation City report will be presented to the Priorities Committee shortly.

Recommendation	Department
Introduction	
#1 That the City Council adopt a resolution declaring that the City of Greater Sudbury is a Community of Communities and that the Constellation City concept and its core values form the basis for municipal policies and decision-making in Greater Sudbury.	Administrative Services
Connected City: Communications	
#2 That the City of Greater Sudbury produce a municipal newsletter on a regular basis. It should be made available both in print and electronically and contain information on subjects such as capital projects, road standards and special events. Efforts should be made to link with and include local information from communities both inside and outside the city core.	Administrative Services
#3 That the City of Greater Sudbury establish an advisory group and develop a strategy to evaluate, revise, improve and promote municipal websites in order to enhance usability: www.greatersudbury.ca , www.sudbury.ca , and www.mysudbury.ca .	Administrative Services
#4 That the City of Greater Sudbury work with other community agencies to create a single directory of community services both in print form and on the Internet. This directory should build upon and link with existing directories of community services.	Community Development

Recommendation	Department
#5 That the City of Greater Sudbury formulate a strategy to resolve issues controlled by private enterprise that are central to the well being of the city as a whole. These include Bell Telephone long distance charges, cell phone coverage and broadband Internet access.	GSDC
Connected City: Public Transit	
#6 That the City of Greater Sudbury undertake a full review of transit services and explore the potential for expanded intra-community transit, expansion of handi-transit and an end to two-tier fares. Full-year pilot projects should be undertaken to evaluate this potential, starting as soon as possible. Further, the city should establish an ongoing transit advisory group, using riders from across the entire community.	Growth and Development
Caring City: Council Meetings	
#7 That the City of Greater Sudbury Council hold at least six meetings per year in communities outside the city core	Administrative Services
Caring City: Developing Staff Awareness and Sensitivity	
#8 That the City of Greater Sudbury develop orientation training sessions for all staff, new and existing, to be made aware of population diversity as well as the unique conditions and specific concerns of outlying areas in order to be able to communicate in an efficient and sensitive manner with all citizens. Further, that the City of Greater Sudbury establish a employment transition policy to ensure that knowledge gained through experience is retained.	Human Resources and Organizational Development
Caring City: Citizen Service Centres	
#9 That the City of Greater Sudbury review the mandate of the Citizen Service centre and Community Libraries, along with the menu of services available in each. The focus of the review should be on innovations that will improve access to services across the City, considering factors such as the distance residents must travel for service, the potential to expand the number of services available and the potential co-location of additional library and CSCs. Further, the review should consider the potential for mobile services, additional web services and the potential to enhance a lead staff position to allow that person to be more active and proactive in local community affairs.	Community Development
Caring City: Caring for Volunteers	
#10 That the City of Greater Sudbury develop a written Declaration of Support for community volunteer groups and local events. The declaration should clearly delineate the assistance that the city can provide as well as how individual groups and community event organizers can access this assistance. Further, the that City of Greater Sudbury continue to support growth of programs and services of Volunteer Sudbury/Sudbury Bénévolat and encourages efforts to bring these services to community groups in smaller communities. Further the declaration should outline the obligations that community groups might have to meet and provide an updated contact list of staff who can provide support to such groups.	Community Development

Recommendation	Department
#11 That the City of Greater Sudbury work with the Greater Sudbury Police Service to reduce or eliminate the fee for police checks for volunteers who provide valuable service for community events, community groups and non-profits	Community Development/ Greater Sudbury Police
#12 That the City of Greater Sudbury review how the City formally recognizes individuals and groups and consider ways to improve recognition in all communities.	Community Development
#13 That the CGS review gaming regulations and procedures as they apply to non-profit and volunteer groups and develop options to make the regulations simpler and less onerous. Further, that Council work with the Federation of Northern Ontario Municipalities and the Association of Municipalities of Ontario to lobby the provincial government to make changes to provincial regulations to provide more flexibility for use of funds and simpler reporting standards.	Growth and Development
#14 That the CGS nurture the creation and support the operation of a special events group that can share expertise on managing of major/minor special events.	Growth and Development/ Community Development
Sustaining the Rural Environment	
#15 That Council continue the development of a comprehensive by-law to govern the use of All Terrain Vehicles (ATVs) within the CGS.	Growth and Development
#16 That the City of Greater Sudbury continue to investigate the environmental impact of current road salting practices, research alternatives and propose a strategy to reduce the impact of road salt or mitigate the damage it causes, while ensuring traffic safety.	Infrastructure
Empowered City: Municipal Wards	
#17 That the City of Greater Sudbury undertake a full review of the number of municipal wards and their boundaries in order to better recognize the diversity and the large geographic size of the City of Greater Sudbury. The intent of this review is to allow better representation and a more natural grouping of communities of interest in each ward. Further, the Community Solutions Team recommends that the geographic boundaries of the former towns of Onaping Falls and Capreol each form the basis for a single ward in any new system.	Administrative Services
Empowered City: Increased Transparency	
#18 That the City of Greater Sudbury create a full list of municipal infrastructure along with a transparent list of capital priorities and criteria for support and that this list is made available to the public on an ongoing basis.	Infrastructure
#19 That the map-based inventory of existing services infrastructure throughout Greater Sudbury be updated and promoted to the public for the purposes of indicating the ability of the infrastructure to support expansion of current subdivisions or new development.	Infrastructure

Recommendation	Department
#20 That the City of Greater Sudbury conduct an annual review and produce a written report on the status of all major studies undertaken by the municipality since 2005	Administrative Services
#21 That the City of Greater Sudbury adopt a policy on the use of consultants which ensures better use of existing expertise and establishes clear criteria for the use or retention of consultants.	Financial Services
Empowered City: Empowering Local Communities	
#22 That the City of Greater Sudbury continue to encourage the development of Community Action Networks at the local community level. Further, that the CGS establish Terms of Reference for 12 Area CANs across the City. These Terms of Reference are to include a role for CANs in the following municipal areas: Planning Public Consultation; Economic Development; Community Development, including funded projects; Municipal Newsletter and Communications; Pre-Budget Consultation including capital planning; Assisting with full utilization of existing community spaces; Building links with community policing efforts. Further that the territories of six of the area CANs have the same boundaries as the former municipalities of Onaping Falls, Walden, Capreol, Valley East, R ayside Balfour and Nickel Centre and, that the territories of the six remaining CANs encompass the area of the former City of Sudbury and that the former unorganized townships annexed in 2001 be added to the territory of the adjacent CAN. Further , that the City of Greater Sudbury provide meeting space and a basic office for Area CANs and itinerant municipal staff within local community buildings. Further, that the City of Greater Sudbury designate an individual employee as the staff liaison for each of the Area CANs and that each employee so designated be responsible for no more than three Area CANs and that these employees spend at least 25% of their time working in the Area CAN locations. Further, that the City of Greater Sudbury establish a key contact list, by municipal section, for each Area CAN and, that staff from all municipal sections be encouraged to attend CAN meetings, work out of Area Can locations and also have the requirement to follow up on issues raised by CANs or liaison staff.	Senior Management Team
Empowered City: Reinvigorate Community Institutions and Facilities	
#23 That the City of Greater Sudbury foster the development of local committees to work in a support or advisory capacity with city staff on issues including recreation, libraries, museums and parks.	Community Development

Recommendation	Department
Equitable City: Maintaining Rural Areas	
<p>#24 That the City of Greater Sudbury establish clear and transparent standards for road improvements as well as summer and winter road maintenance and, that these standards be set by road segment and that this information be made public and available online using GIS technology. Further, that the City of Greater Sudbury make every effort to determine the standards and services levels for road maintenance that existed prior to amalgamation and ensure that this information is made available in the same manner as current standards for comparison purposes. Further, that the City of Greater Sudbury ensure that driving condition assessments and decision on winter control call outs are decentralized so that the municipality can better respond to variations in weather across the city. Further, that the City of Greater Sudbury proceed with implementation of a 311 telephone customer service tracking system and that the performance reports and issues summaries resulting from this system be made public on a quarterly basis. A similar system should be adopted for Internet based communications. Further, that the City of Greater Sudbury equip all public works vehicles with web enabled GIS transponder technology to allow citizens to view the locations of plows, sanders etc. on the Internet in real time. Such a system is already in place in St. John's Newfoundland.</p>	Infrastructure
<p>#25 That the City of Greater Sudbury eliminate tipping fees for home or personal garbage, as well as the surcharge for tires, and, that the City of Greater Sudbury increase the minimum fine for illegal dumping to \$500 (the maximum permitted under the Provincial Offences Act). Further, that the City of Greater Sudbury continue to promote proper waste management and look for ways to increase public</p>	Infrastructure
Equitable City: Facility Rates	
<p>#26 That the City of Greater Sudbury establish a fair rates policy for the use of community facilities and fields across the CGS. Build upon the 2004 report of the Community Halls Solution Team and establish a harmonization rates review process for facility use, user fees for recreational programs and liability insurance costs for community groups. In determining fees, consideration should be given to community outcomes of fee changes and liability rates. The original intent of the facility as a focal point for community gatherings and celebrations, or as a recreational resource, should be weighed in the balance. Further, consideration should be given to establishing a dedicated staff position to coordinate and market facilities to maximize use and value to the community.</p>	Community Development
Equitable City: Downtowns and Parks (Community Pride)	
<p>#27 That the City of Greater Sudbury designate specific downtown areas in appropriate communities. Further, that the city commit to improving the development of downtowns in outlying areas and ensure that city programs that are established for the improvement or enhancement of downtowns and target areas be made available across the city.</p>	Growth and Development

Recommendation	Department
#28 That the City of Greater Sudbury improve maintenance standards and beautification for local parks, arenas, downtowns and neighbourhood entrances.	Growth and Development/ Community Development/ Infrastructure
Equitable City: Senior and Youth Services	
#29 That the City of Greater Sudbury review the availability and type of services available to youth and to seniors in our city. Further, that the CGS develop a strategy to ensure that senior and youth services are more accessible and equitable across the city. Finally, the CGS should ensure that youth and senior representatives play an active role in the development of the respective strategies.	Community Development
Equitable City: Decentralization	
#30 That the City of Greater Sudbury investigate and report by department the potential to decentralize services with the intent to improve these services and service levels across the entire city. Potential changes should improve access while maintaining efficient use of municipal resources.	Senior Management Team
Equitable City Area Tax Rates and Electricity Costs	
#31 That the City of Greater Sudbury undertake a full review of tax rates in remote areas and establish rates that are more closely based on services provided.	Financial Services
#32 That the City of Greater Sudbury work with citizens and CANs in areas served by Hydro One to determine a position and strategy on unification that is in the best interests of those affected.	Growth and Development/ GSDC
Equitable City: Equitable Representation on Boards and Committees	
#33 That the City of Greater Sudbury adopt a policy whereby communities of interest are considered for representation on city panels, committees and boards.	Administrative Services
#34 That the City of Greater Sudbury formally recognize the importance of the local agricultural community, ensure that the preservation of viable agricultural land is a priority in development planning, and establish an Agricultural Advisory Committee to provide input on farm-related issues.	Growth and Development
Conclusion	
#35 That Greater Sudbury Council commit to a public review of the recommendations of the Community Solutions Team on an annual basis for the next four years and that a full report on the implementation and status of these recommendations be undertaken in 2010 and made public by September 1 of that year.	Administrative Services

Request for Recommendation Priorities Committee



Type of Decision									
Meeting	February 7, 2007			Report Date			January 31, 2007		
Decision Requested	X	Yes		No	Priority	X	High		Low
	Direction Only				Type of Meeting	X	Open		Closed

Report Title
Short Term Action Chart

Budget Impact / Policy Implication	Recommendation
X This report has been reviewed by the Finance Division and the funding source has been identified.	

	<p>THAT the Strategic Priorities and Focus, the Council Priorities, the Organizational Improvements and Operational Strategies as outlined in the Short Term Action Chart appended to this report be adopted:</p> <p>AND FURTHER THAT the Chief Administrative Officer and Senior Management Team be directed to develop 2007-2008 Business Plans and prepare a Budget with specific recommendations to carry out Council's Strategic Priorities and Focus, the Council Priorities, the Organizational Improvements and Operational Strategies.</p>
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X	Background Attached		Recommendation Continued
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Recommended by the Department	Recommended by the C.A.O.
 Caroline Hallsworth Executive Director, Administrative Services	 Mark Mieto Chief Administrative Officer

Report Prepared By	Division Review
Caroline Hallsworth Executive Director, Administrative Services	

BACKGROUND

The Strategic Priorities and Focus, the Council Priorities, the Organizational Improvements and Operational Strategies outlined in the Short Term Action Chart were developed by Council at their Special Meeting held January 12 -13, 2007.

The meeting was facilitated by Gordon McIntosh from the Leadership Development Institute. Working notes from the Special Meeting are appended for the information of the Priorities Committee.

CITY OF GREATER SUDBURY COUNCIL - SHORT TERM ACTION CHART

STRATEGIC PRIORITIES AND FOCUS			
<p>Community Growth & Development: Focus on a healthy and sustainable community, actions and initiatives Infrastructure Investment: Building and renewing infrastructure, including roads, facilities and services to meet current and future community needs Fiscal Sustainability: Ensuring value for money municipal services and affordable municipal taxes while maximizing alternative revenue opportunities Excellence in Governance: Improving governance and administrative systems to best serve both public interest and community need</p>			
COUNCIL PRIORITIES (Council/CAO)			
<p>Community Facilities: Multi-Use Recreation Facility: Task Force: Arts & Culture Facility: Task Force: Implementation of Constellation City Report: Reporting Plan: Alternative Revenue Strategies: Resource Revenues Expert Panel: Economic Development Priorities: Report to Council Road Maintenance: Standards: ▶ Infrastructure Priorities</p>			<p>February February February February February</p>
ORGANIZATIONAL EXCELLENCE (Council/CAO/SMT)			
<p>Year of the Employee: Discussions with Unions: Review and Renew Vision Statement: Develop Strategy: Strategic Planning: 2007-2008 Business Plans: Present to Council:</p>			<p>February March May</p>
OPERATIONAL STRATEGIES (CAO/Staff)			
CAO		Community Development	
Constellation City: Reporting Plan	Feb	RCE/Healthy Community Mobilization	Ongoing
Review & Renew Vision: Develop Strategy	March	3-1-1 Implementation	Feb
Year of the Employee: Proposal	May	Multi-Use Recreation Facility: Task Force	Feb
2007-2008 Business Plans	May	Business Plan	Oct
		Senior's Campus/Regional Geriatric Program: Implementation	Nov
Growth and Development		Infrastructure	
Ridership Growth Initiative	March	Capital Program	June
Arts & Culture Facility: Task Force	Feb	Capital Finance Plan (with Financial Services)	June
Design	Sept	Roads Maintenance: Standards	Sept
Business Plan	Oct		
City Beautification: Civic Standards	June		
Mining Strategy: Action Plan	June		
Emergency Services		Administrative Services	
CLELC: Phase One	June	NQI Accreditation: Level Two Workplan	Mar
Phase Two	Dec	Enhanced Communications: Strategy	April
Fire Services Master Plan	Dec	Governance: Ward Boundaries: Process	May
EMS Deployment Strategy	Dec	Egovernment solutions: E-Agendas	Spring
Comprehensive Emergency Management Program	Dec 08	Meeting New Municipal Act: Workplan	June
Financial Services		Human Resources & Organizational D.	
2007 Budget: Completed	March	Succession Plan: Transition Package	April
Capital Assets: Start Inventory	May	Management Development #2	June
ERP Roadmap: Phase I	Sept	Performance Management System: Proposal	Sept
2008 Budget: Completed	Dec		

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To: Mark Mieto, CAO
From: Gordon McIntosh

January 31, 2007

Subject: **PRIORITY SETTING WORKSHOP DOCUMENTATION**

I have prepared the following executive summary of the outcomes for the January 2007 Workshop for your reference and follow-up.

OVERVIEW

The January 2007 Priority Setting Workshop, attended by Council members and senior staff, focused on the development of short term priorities for 2007. The identified 'Current' Priorities can be changed by removing them when they are complete, deleting them when they are no longer relevant, or deferring them (to 'Planned' Status) when another item is deemed more urgent within an ongoing priority setting process.

The enclosed draft **Council Priority Work Program** (Section a) was derived through the development of response options and action plans for the top items identified by Council during the **Issue/Opportunity Identification** process (Subsection b) of the Workshop. These options were assessed as to whether they were Urgent or Not Urgent and Political or Administrative using criteria used at the session (Subsection c).

a. PRIORITIES

Short Term Action Chart (Attachment 1) – summarizes the urgent matters as determined at the workshop through the use of the priority setting criteria. It contains:

- **Strategic Priorities and Focus** – key longer term directions for the organization
- **Council Priorities** – topics for the attention of Council with the support of staff
- **Organizational Improvements** – ways to improve organizational effectiveness
- **Operational Strategies** – topics for the attention of staff with oversight by Council

The Strategic Priorities and Focus include the following four key themes:

- ***Community Growth & Development:*** Focus on a healthy and sustainable community, actions and initiatives
- ***Infrastructure Investment:*** Building and renewing infrastructure, including roads, facilities and services to meet current and future community needs
- ***Fiscal Sustainability:*** Ensuring value for money municipal services and affordable municipal taxes while maximizing alternative revenue opportunities
- ***Excellence in Governance:*** Improving governance and administrative systems to best serve both public interest and community need

Council Priorities Work Program (Attachment 2) – focuses on matters for the attention of Council. These include:

1. **Community Facilities:** Multi-Use Recreation Facility: Task Force:
2. **Arts & Culture Facility:** Task Force:
3. **Implementation of Constellation City Report:** Reporting Plan:
4. **Alternative Revenue Strategies:** Resource Based Revenues Panel
5. **Economic Development Strategies:** Targets:
6. **Road Maintenance:** Standards:

It is recommended that:

- the Short Term Action Chart should be included in each Council agenda so that Council can always monitor the organizations' strategic capacity and direction in the decisions that it makes.
- the Chart and Priority Work Program should be reviewed on a quarterly basis at the Priorities Committee Meeting based on a staff update through the CAO.
- a priority review takes place annually before the annual budget process.

b. ISSUE / OPPORTUNITY IDENTIFICATION

Strategic Topics List (Attachment 3) summarizes the major items for discussion during the workshop as potential priority items based on the **Issues/Opportunities Short List** (Attachment 4) that summarizes the top ranked items of the Council and staff from the **Issues/Opportunities Long List** (Attachment 5)

c. PRIORITY CRITERIA (Attachment 6 & 7) – helps staff and Council to use the same frame of reference when dealing with potential priority candidates and include:

- Urgency Criteria to assess which items should receive attention given the availability of limited resources;
- Political/Administrative Criteria to determine whether an urgent item should be the focus of Council or dealt with by Administration; and

RECOMMENDATIONS

1. ***That the Short Term Action Chart be adopted by Council for continuous use at each Council meeting and quarterly review.***
2. ***That the Priority Work Programs be adopted by Council as a working document for regular review through the Priorities Committee.***
3. ***That the CAO and staff complete the development of the Operational Strategies Work Program by June 2007.***
4. ***That the CAO organize a priority setting system review session by June 2007 and an annual review by December 2007.***

I hope that this documentation helps you and your organization to follow up on the outcomes of the Workshop and to further develop and sustain its strategic efforts. If I can be of any assistance, please do not hesitate to call.

DISCUSSION DRAFT

**City of GREATER SUDBURY
COUNCIL PRIORITIES WORK PROGRAM
SUMMARY**

January 2007

CURRENT

- 1. COMMUNITY FACILITY(S)**
 - Terms of Reference
 - Form Committee
 - Preliminary Report
 - Proposal

- 2. ARTS & CULTURE FACILITY(S)**
 - Terms of Reference
 - Form Committee
 - Preliminary Report
 - Proposal

- 3. CONSTELLATION CITY REPORT (CCR)**
 - Short Term Items Analysis
 - Set up CCR fund in Budget
 - Communicate short term response to public
 - Review longer term options

- 4. ALTERNATIVE REVENUES**
 - Create advisory panel
 - Meet with Northern City Mayors
 - Review analysis report

- 5. ECONOMIC DEVELOPMENT FOCUS**
 - Draft Strategy from Board

PLANNED

- **INFRASTRUCTURE PRIORTIES**

COUNCIL PRIORITIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
<p>1. <u>COMMUNITY FACILITY(S)</u></p> <ul style="list-style-type: none"> * Facility Feasibility ? <i>What should be in it?</i> + Defined program needs + Potential synergy with A & C needs + Potential partnerships + Make better decisions – criteria + Improved services to residents • Community needs assessment • Location Options • Cost scenarios • Community Input • 	<p>1. In house with facilitator as required</p> <p>2. In house</p> <p>3. Consultant</p> <hr/> <p>1. Committee</p> <p>2. Council</p>	<p>1. Community Facility Framework & Terms of Reference -</p> <p>2. Form Committee (Council)- Feb.</p> <p>3. Committee Report</p> <p>4. Committee Proposal</p> <p>5. Link to 2008 Budget Process</p>
<p>2. <u>ARTS & CULTURE FACILITY(S)</u></p> <ul style="list-style-type: none"> * Facility Feasibility ? <i>What should be in it?</i> + Defined program needs + Potential synergy with recreation needs + Potential partnerships + Make better decisions – criteria + + Improved services to residents • Community needs assessment • Location Options • Cost scenarios • Community Input • 	<p>1. In house with facilitator as required</p> <p>2. In house</p> <p>3. Consultant</p> <hr/> <p>1. Committee</p> <p>2. Council</p>	<p>1. Community Facility Framework & Terms of Reference</p> <p>2. Form Committee (Council) – Feb.</p> <p>3. Committee Report</p> <p>4. Committee Proposal</p> <p>5. Link to 2008 Budget Process</p>

• Prerequisite * Main Result + Benefit

COUNCIL PRIORITIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
<p>3. <u>CONSTELLATION CITY REPORT</u></p> <ul style="list-style-type: none"> * Implementation Strategy ? <i>What can we do right away?</i> + Responsive to input received + Improved governance + Strategic approach to implementation + Focused efforts on critical services + Framework for allocating community grants + Proactive vs. reactive • Assess resource requirements • Understand implications 	<ul style="list-style-type: none"> 1. In house 2. Consultant 	<ul style="list-style-type: none"> 1. Identify short term items 2. Review short term response strategies (Council) – Feb. 3. Consider CCR funds in 2007 budget (Council) – Feb. 4. Review longer term items (Council) - 2006 5. Direction for longer term items 6. Communicate council decisions to public
<p>4. <u>ALTERNATE REVENUE</u></p> <ul style="list-style-type: none"> * Resource Tax Access Strategy ? <i>What is City's role and focus?</i> + Diversify revenue base + Fair distribution of fiscal responsibility + Council leadership – Northern Ontario • Possible options • Fiscal analysis • Required lobby network +/- Partnership Opportunities +/- Public Involvement & Awareness 	<p>1. Advisory Panel</p> <ul style="list-style-type: none"> 2. In house 3. Council <hr/> <ul style="list-style-type: none"> 1. Resource Tax 2. Alternate Revenue 3. Nickel Bonus 	<ul style="list-style-type: none"> 1. Terms of Reference 2. Establish review panel - (Council) – Feb. 3. Review Panel's report – (Council)

• Prerequisite * Main Result + Benefit

COUNCIL PRIORITIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
<p>5. <u>ECONOMIC DEVELOPMENT FOCUS</u></p> <ul style="list-style-type: none"> * Updated & Targeted Strategy ? What is City's focus? + Job Creation Catalyst + Diversify & Increase Tax Base + Defined City role + Council leadership • Project-specific focus action plans • Indicators of progress • Remove barriers +/• Clarify City expectations of Board +/• Partnership Opportunities +/• Public Involvement & Awareness 	<p>1. In house with facilitator as required</p> <p>2. In house</p> <p>3. Consultant</p> <hr/> <p>1. Economic Development Board</p> <p>2. Create Task Force</p>	<p>1. Terms of Reference - GSDC</p> <p>2. Budget allocation</p> <p>3. Summarize current status</p> <p>4. Draft Strategy for Public Input</p>
<p><u>INFRASTRUCTURE PRIORITIES</u></p> <ul style="list-style-type: none"> * Criteria-based Capital Priority List ? What are the priorities? + Focused effort on project completion + Improved operational efficiency + Less internal conflict + Potential partnerships + Make better decisions – criteria & transparent + Improved services to residents • Alternative financing options • Knowing capacity limitations • Citizen awareness of challenges 	<p>1. In house</p> <p>2. In house with facilitator as required</p> <p>3. Consultant</p>	

• Prerequisite * Main Result + Benefit

CITY of GREATER SUDBURY STRATEGIC TOPICS LIST

Source: Council and Senior Staff

Date: January 2007

ITEM

- 1) **MULTI PURPOSE RECREATION FACILITY**
- 2) **ARTS & CULTURE VENUE(S)**
- 3) **INFRASTRUCTURE PRIORITIES** – Facilities, Roads & Utilities
- 4) **ROAD MAINTENANCE** – Levels, Standards & Regional Equity
- 5) **FISCAL CAPACITY** – Alternate Revenue, Tax Levels & Resource Tax
Access
- 6) **STRATEGIC DIRECTION**
- 7) **CONSTELLATION CITY REPORT**
- 8) **UNITED NATIONS – REGIONAL CENTRE OF EXCELLENCE**
- 9) **YEAR of the EMPLOYEE**
- 10) **ECONOMIC DEVELOPMENT**
- 11) **HEALTH SERVICES ADVOCACY**

CITY OF GREATER SUDBURY ISSUES/OPPORTUNITIES SHORT LIST

Source: Council and Staff

Date: January 2007

TOP RANKED ITEMS		Council	Staff	Total
1.	MULTI PURPOSE RECREATION FACILITY	63 (1)	32 (6)	95
2.	ROADS	53 (2)	41 (3)	94
3.	ARTS & CULTURE CENTRE	53 (3)	47 (2)	100
4.	CONSTELLATION STUDY REOPRT	50 (4)	39 (4)	89
5.	STRATEGIC DIRECTION	32 (5)	29 (7)	61
6.	MALEY DRIVE	31(6)	23 (8)	54
7.	ACCESS TO RESOURCE TAXES	27 (7)	22 (9)	49
8.	UNITED NATIONS - REGIONAL CENTRE OF EXPERTISE	20 (8)	21 (11)	41
9.	<u>HIGHWAY 35</u>	20 (9)	0	20
10.	Year of the Employee	15	52 (1)	67
11.	INFRASTRUCTURE	19 (10)	35 (5)	54
12.	URBAN TRAIL	17	22 (10)	39
<u>Codes:</u> Underlined Capitals – Council-driven item Lower case – Staff-driven item				

CITY OF GREATER SUDBURY ISSUES/OPPORTUNITIES LONG LIST

Source: Council and Staff

Date: January 2007

Initial Opportunities			
1	Staff Efficiency & Respect	Council	Staff
2	Eco-Tourism	8	9
3	Valuing Citizens	0	0
4	Highway #35	20	0
5	Research Park – Medical – Mining	8	6
6	Year of Employee – Retiree Day	15	52
7	Community Branding – Internal – External	0	6
8	Seniors Community “Housing Tax Policy”	12	0
9	CLELC as Province Recognized - Review Opportunity	1	0
10	New Perspectives on Foreign Ownership	0	0
11	Roads	53	41
12	Employee Wellness / Quality of Workplace	0	0
	Infrastructure Development in a Fair Manner	8	0
13	Succession Planning	0	9
	Botanical Garden Development	0	0
14	Council Outreach – Communication	0	0
15	Provincial / Federal Election Lobbying	8	5
16	5 - 7 Years with Good Economy to “Do Something”	3	0
17	Laughren Report Implementation	50	39
18	Infrastructure Buildings and Other Renewal (Crumbling Infrastructure)	19	35
19	Medical School Graduate Retention and Embracing Them while They are in Sudbury	6	2
20	Youth Retention	3	6
21	Trades / Labour Shortage	3	7
22	General Hospital Site	2	1
23	High Costs – Taxes – Water/Wastewater	20	0
24	Public Transportation	13	0
25	Mining Synergies	0	6

26	Health Care Synergies	5	6
27	Resources Tax Share	27	22
28	Nickel Bonus	6	0
29	Retail Sector Expansion	3	0
30	Availability of Fully Serviced Industrial Land	7	0
31	Unified Council (Team, Respect, etc.)	32	29
32	Maley Drive	31	23
33	New Recreation Opportunities - MotorCross	9	12
34	Emergency Preparedness and Education	0	0
35	(Urban) Trail Connectivity / Expansion	17	22
36	Finish One Major / Economical Building Project - With Plan	0	3
37	Health Clinic Implementation	13	0
38	Clean-up of Rail System	5	0
39	Regional Centre of Expertise	20	21
40	Opportunity to Review Organizational Structure / Alignment of Priorities	0	8
41	Review Finance and Debt Policy	4	0
42	Promote Quality of Life - the "Sudbury Package"	7	4
43	Tourism Attractions - New Gardens	6	9
44	Arts and Culture Multi-Purpose Centre	53	47
45	Communications - Within Organization	0	6
46	Promote Community Safety and Sudbury as a Safe Community	7	0
47	Multi-Purpose Recreation / Sports Complex	63	32
48	Levack Water System	8	0
49	City of Tournaments	2	0

URGENCY CRITERIA

(Priority Setting Criteria)

CRITERIA	URGENCY INDICATORS	
	Urgent	Not as Urgent
1. IMPERATIVE Requirement to Act	Legislation Civic Bylaw	No Legislation Civic Guideline
2. LIABILITY Risk Exposure	Legal	Inconvenience
3. SAFETY Direct vs. Potential Threat	Life Imminent	Property Damage Possible
4. FINANCIAL Magnitude of Cost	Significant	Operational
5. VISIBILITY Implications to Organization	Negatively Charged	Neutral
6. PUBLIC BENEFIT Who will receive outcomes?	Most	Few
7. COMMUNITY NEED Who's asking?	At Large	Minority Interest
8. TIMELINESS Resource/Opportunity alignment	Unique	Frequent
9. STRATEGIC Linkage to goals/ priorities	Critical	Useful
10. OBLIGATION Commitment to others	Contractual	Casual
11. LEADERSHIP Political Requirement	High	Low
12. TIMELINE Imposed Timeframe	Deadline	None
13. _____		
14. _____		
15. _____		

'POLITICAL/ADMINISTRATIVE' CRITERIA
(Priority Setting Criteria)

CRITERIA	'DICHOTOMY' INDICATORS	
	Political	Administrative
1. POLICY	New or Change	Procedure or Implementation
2. FINANCIAL	New or Change in Budget	Approved in Budget
3. EXTERNAL LINKAGE	Political Level	Staff Level
4. CORPORATE IMAGE	Agency Integrity	Service Quality
5. SERVICE LEVELS	New or Terminate	Service Standards
6. STRATEGIC DIRECTION	New or Change	Implementation
7. PERSONNEL	CAO Performance	Staff Performance
8. LEGISLATION	Ignore or Seek to Change	Interpretation
9. SENSITIVITY	High Visibility	Low Visibility
10. OBLIGATION	New or Change in Contract	Permissible
11. LIAISON	Elected Official	Staff

Council Strategic Planning Session
Five Key Themes: Success Indicators, What Works Well and Areas for Attention

Economic	
<p>Success Indicators</p> <ul style="list-style-type: none"> - Professional Attractions - Medical School Interest in Community - Nickel Market is Strong - Skills Attraction - Mining Boom - Post Secondary Enrolment - Differentiation Proposal - Employment rate - Reduced OntarioWorks Caseloads - Population Growth / In Migration - Housing Starts - Vacancy rate 	<p>What Works Well</p> <ul style="list-style-type: none"> - Commercial / Rental Rate - Growth Mining - Medical School - Nurse Practitioners - Tourism / Promotion / Lakes - Quality of Life - Housing Affordability - Reasonable Size City - Decrease OntarioWorks Cases ↘ - Increase in Housing Starts ↗ - Friendly / Accessible / Engaging / Accepting / Welcoming Community
	<p>Areas for Attention</p> <ul style="list-style-type: none"> - Youth Retention - Health Care / Hospital Capital Development - Ecological Sector - Emergency Room / Doctors' Issues - Investment Opportunity - Strategy - New Tourist Attractions - Downtown Revitalization - WaterSlide - Bad Image - Protect Low Incomes (Data Required) - Recreational Facilities have Tournament Limitations - Family Health Teams - Walking City / Connectivity - Local Economic Development Committee - Laurentian University Secondary Entrance OR *Widen Ramsay Road - Loss of Green Space / Recreational Space for Housing Development - Inability to Attract Manufacturing - Arts and Cultural Sector - Multi-Use Recreational Complex (Attracting Newcomers / Quality of Life) - Transportation System - Rail and Air / Frequency of Flights - Diversification - Industry - Sharing Resource Wealth - Community Nickel Bonus - Inventory or Industrial Parks - Leverage Health Clusters - Opportunity - Geriatrician - Business Friendly - Fair Wage Policy - Store Hours - Improve Branding – Quality of Life / Opportunity - Communities in Bloom (Plan / Promote) - Promote Buy Local - Signage - Maximize Farmers' Market - Agricultural Review and Impacts on Land Use - International Tourist Attractions vs. Provincial Comparisons / Competition

Infrastructure

Success Indicators

- Quality of Streets
- Planning - Safe - Co-ordinated and Timed
- Percentage of Budget to Infrastructure
- Benchmarking
- Customer Satisfaction
- Well Done - Quality of Construction / Repair and Maintenance
- Timely Decisions
- Proactive Engineering

What Works Well

- Commitment of Council to Increase Infrastructure
\$9 - \$35 M
- Need to Continue Special Levy
- Environment
 - Whole Picture
 - Global
 - Positive Impact
- Social Requirement
- Community of Interest / Priority
- Overturning Decisions by Public Input (Lily Creek Decision)
- Public Input - upfront
- Good Pavement Management System
- Good staff Support

Areas for Attention

- Upgrade Lanes
- Educate Public to Service Standards
- Provincial Funding
- Communication
- Improve COMRIF Process
- Inventory of Green Spaces
- Roads Need Study - Criteria for Funding
- Road Equity Based on Need (City wide)
- Inequitable Distribution of Dollars to Infrastructure Envelopes (Assets)
- Bicycle and Footpaths Key Component of Planning
- Culvert Replacement
- Municipal Drains
- Water Services
- Need for all Property
- Senior's Housing and Public Land
- Sustainable Funding - Sewer and Water
- Rock Tunnel Completion
- Water Bill Increases – Explained
- High Cost - Explain
- Civic Standards

Environment	
<p>Success Indicators</p> <ul style="list-style-type: none"> - Supports Active Living - Good Waste Management <ul style="list-style-type: none"> - Recycling - Responsible Landfill Management - Reclamation and Rehabilitation; <ul style="list-style-type: none"> eg. Creosote - Award Winning; eg. Community Blooms - Clean Air / Water <ul style="list-style-type: none"> - By-Law Support for <ul style="list-style-type: none"> eg. Salt Free Zones - Community Clean-ups - Garbage and Odours 	<p>What Works Well</p> <ul style="list-style-type: none"> - ½ Full Sediment on Nepahwin Lake - “Destination - Conservation” - School Education - Staff Respect, Awareness, Support and Expertise - Good Track Record; Re-greening (“Buy In”) - Waste Management Success - Dual Trucks / Green Boxes / Tipping Fees - Capturing Methodology – GSUI - Enhanced Trail - Opportunity for Volunteers - Glass ½ Full / Empty – Flower Beds / Beautification - Fish Stocking - Lake Quality Stewardships - David Street Water Treatment – Success - Rock Tunnel
	<p>Areas for Attention</p> <ul style="list-style-type: none"> - Divert More Waste - Acknowledge Good Work of Community Organizations - Partnerships with Tim Horton’s / Incentives - Pesticide Use – Policy Needed - Art as Environment - Art “Raise the View” - Smog Days - Need for Enviro Committee and Education Program - Goose Shit - More Communication re Enviro - Federal Gas Tax Opportunity - Bush Dumping – By-Law Change - Follow Through Recycle Stream – not all back to Nim Bin - EarthCare needs to get “Teeth” / “Legs” – Needs more Push / Impetus - New Buildings - Green and Use of Grant Dollars - Global Warming : Buses, SUV’s – Contribute to Solution – Model Policy Needed <ul style="list-style-type: none"> - Model as Major Corporation <ul style="list-style-type: none"> eg. Hybrid Vehicles - OPP – Regional Centre of Expertise – Vehicle for Enviro - Program with Tim’s / McDonald’s re More Recyclables - Clean-up Day – Expansion in Frequency - Review Garbage Pick-up on Demand - “City of Lakes” – Use as Sites

Social

Success Indicators

- Forums for "Match Making"
- Affordable Housing
- Support for Homeless
- Food Bank Support
- Support for Library
- Recreation / Playgrounds
- Children First Charter
- Improved Facilities - Staff Leadership
- A/C funding / Policy
- CIP Funding Success
- Youth Retention
- Lows Levels of Poverty
- Lower Health Risk Levels
- High Level of Literacy
- Partnerships with Agencies
- Good Health Indicators
- Trails / Bike Paths
- Education Levels
- Arts Facilities
- Attraction of Professionals
- Seniors Supported by Police
- United Way
- Wellness.

What Works Well

- Health Committee Strategy
- CIP Structure (CIP / NPP)
- Volunteerism
- CAN Concept (in some Areas)
- Less Welfare Utilization; Fewer / Lower Welfare Caseloads
- Community Pride / Spirit
- Community Events Participation
- Fund Rasing in Community
- Active Seniors Clubs
- Desire to Improve Health
- Cultural Organizations (Theatre, etc.)
- Library and Outreach Programs
- Childcare Access

Areas for Attention

- Literacy
- Access to Affordable Recreational Services
- Trans Cab Faire Eliminated
- Student Housing
- Health Status
- More Student Friendly
- Arts Venues
- Arts to Youth (in Schools)
- Bohemian Index
- More Policing with Citizens Involved
- Emphasis on Heritage / archives
- Lower Drug Use
- More Social Event support in O.L. Areas
- Encourage Healthy Living
- Better Integration of First Nations
- Better Utilization of Community Assets
- Immigrant Attraction
- Commercial Property Standards (By-Laws)
- Funding for Arts
- Address Homelessness
- City not Clean Enough / Beautification
- Expand Handi-Transit
- "Empty Lots" By-Law
- Inclusiveness (Youth, First Nations, Others ...)
- Youth Retention
- Community Pride (Beautification)
- Transit on Sundays
- Attention to Handicapped
- Maintenance of Social Housing
- Access to Social Housing
- Long-Term Care
- Promotion to Increase Utilization of Recreational Facilities
- Better Education on Healthy Community
- Accessibility to Community Groups (Liaise with Staff)
- Support for Youth Clubs

Governance

Success Indicators

- Effective Decisions
- Transparent - Open
- Strong Constituent Communication
- Accessible Government
- Economic Benefit
- Lack of Conflict of Interest
- Fairness – Constituents
 - Staff
- Effective Meetings
- Good Representation of Constituents
- Effective Rules re Procedures, etc.
- Make an Impact
- Financial Plan Effectiveness
- Decentralization of Meetings – Community Outreach
- Customer Satisfaction
- Client-focused Delivery
- Engaged Citizens
- Quality in Service Delivery
- Unified Council Voice
- Trust and Respect – Council
 - Staff
 - Citizens
- Staff Engagement
- Positive Staff / Council Interface
- Role Clarity
 - Triangle
 - Council
 - Staff
 - Citizens
- Effective Leadership
- Lack of Conflict of Interest
- Fairness to Staff
- Rules of Procedure / Engagement
- Customer Satisfaction
- Customer Focus
- Personal Contact
- Quality of Service Delivery
- Trust and Respect between
 - Council ↔ Council
 - Council ↔ Staff
- Role Clarity (No Micro-Management)
- Effective Leadership

What Works Well

- Willingness of Staff to Work with Council
- Change Management – Tolerance for Change
- Council Treating Each Other with Respect
- Passion / Energy
- Atmosphere / Excitement
- Quality - Eagerness - Ability to Learn
- Debate - Agree to Disagree / Conclude
- Enthusiasm and Respect for Roles
- Employee Appreciation / Value
- Quick Start
- Values
- Governance Review - New Format Priorities
- Recreation Programs
- Excellent Response from Willing Staff
- Road Budget – Infrastructure
- Citizens have Good Experiences with Staff
- Transit - Call Centre – Citizens Communicate Openly
- Volunteers – Committee Involved
- Constituents – Change Resilient
- Council Connects – Pull Together
- Respect Different Point of View

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Areas for Attention

- Roads – Consistent Response
- Need to Recognize Employee's Contribution
- Meeting Times
- More Empowerment / Engagement of Staff
- Need to Keep Positive Attitude
- Need for Common Goals / Vision out of this Weekend
- Want more Talk of City as a Whole – Fairness to Whole – not Individual Wards
- Need "Cross-CANS" Discussion
- Communication – Internal and External
- Value People who Deliver Services to the Public – Recognize Employee Worth and Contribution
- Ensure Communication to Councillors re their Ward
- Committee Structure
- Meeting Times
- Get Staff Involved – Empowered Decisions – Decentralize Decisions
- Make Positive Lemonade Attitude
- How to Communicate between Meetings – Use e-mail
- Priorities Committee - 2-step Process
- Relationship with CANS/Community
 - Get Information from Citizens
- Understand Winter Control Standards
- Some Operational Involvement
- Broadening Community Engagement
- Mesh Common Vision with Appreciation of Differences
- Fairness Across Big City
- Improve Support to Councillors
- Get to Know our Neighbours – Learn from Each Other – Share Success