

## **SPECIAL MEETING OF CITY COUNCIL AGENDA**

Monday, April 18, 2016

4:30 p.m.

Russ Ramsay Board Room

Civic Centre

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Pages

### **1. APPROVE AGENDA AS PRESENTED**

Mover Councillor L. Turco

Seconder Councillor J. Hupponen

That the Agenda for the April 18, 2016 Special City Council Meeting as presented be approved.

### **2. COMMITTEE OF THE WHOLE**

Mover Councillor L. Turco

Seconder Councillor J. Hupponen

Resolved that City Council now proceed into the Committee of the Whole to consider the following matter referred to it for consideration – 2016-2021 Corporation Strategic Plan.

### **3. REVIEW OF CURRENT STRATEGIC FOCUS AREAS & DIRECTIONS**

### **4. SURVEY FEEDBACK**

<b>4.1</b>	<b>Summary of Council Survey</b>	<b>3 - 10</b>
<b>4.2</b>	<b>Summary of Senior Management Team Survey</b>	<b>11 - 20</b>
<b>4.3</b>	<b>Summary of Staff Survey</b>	<b>21 - 37</b>
<b>4.4</b>	<b>Summary of Public Survey</b>	

**5. IDENTIFICATION OF KEY CHALLENGES**

Small Group Discussion and Report Back

General Discussion

**6. IDENTIFICATION OF TOP PRIORITIES/STRATEGIC FOCUS AREAS**

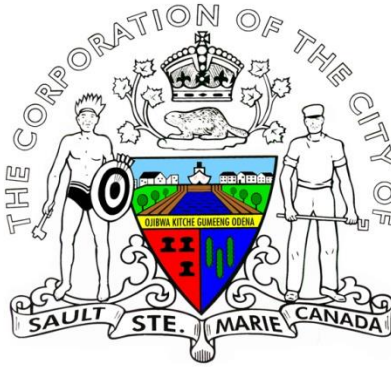
**7. RISE AND REPORT**

**8. ADJOURNMENT**

Mover Councillor L. Turco

Seconder Councillor J. Hupponen

That this Council shall now adjourn.



**Interview Guide  
City Council  
City of Sault Ste. Marie  
Corporate Strategic Plan**

***Introduction:***

We are currently undertaking background work to update the corporate Strategic Plan to be used as a tool for Council and staff for the present term of Council (2015 to 2018). The process involves interviews with Council and City staff as well as other methods of information gathering. This interview will assist us in identifying key issues and outcomes that the strategic plan could address.

Phase two of the strategic planning process involves working sessions with Council, senior staff, and division heads to define strategic directions and rank priorities. It is expected that the working sessions will take place once a new CAO is selected.

***Vision & Mission:***

**1. What are the key challenges facing the City today?**

- Maintain existing programs/infrastructure (11)
- Infrastructure (10)
- Aging population (4)
- Youth retention (3)
- Low birth rate/population growth (2)
- Employment opportunities- (4)
- Maintaining services while reducing or levying taxes- (4)
- Business growth/ economic development (3)
- Stagnant local economy (3)
- Cost reduction (2)
- Staffing models / right people with right skills filling available jobs (3)
- Asset Management Plan (2)
- Taking advantage of “Alternative Energy Capital” profile
- Maintain current industries
- Isolation from province/country
- Transportation networks
- Public transit
- Healthcare
- Protection & use of agricultural land
- Environment
- Affordable housing
- Decreased provincial grants
- Requests for improvements in services
- Exodus of intellectual value from the city
- Reduced assessment

**2. How should the City meet those challenges over the next 4 years?**

- Strategic plan (2)
- Be forward thinking/ proactive (2)
- Undertake staffing review

- Asset management plan
- Ongoing discussion regarding cost reductions (Council & CAO) without impacting services
- Opportunities for cost savings
- Cost cutting (internally)
- Changing technologies
- Council needs to get into a “sleeves rolled up” session with SSMEDC around addressing the shift of demographics and what they are doing to woo folks to our community. Related, where are the job niches. i.e. business expansion noted by John Martella and lack of trained staff.
- Council should bring parties together
- Working groups to discuss various challenges (building an Extraordinary Community model)
- Immigration strategy
- Employment strategy
- Not being risk-averse to taking a chance when opportunities arise
- Spending review
- Economic development- give strong direction to EDC; innovation Centre- expect more
- Implement transportation master plan
- Emphasis on federal and provincial funding
- Emphasize affordable housing, assistance to seniors- new retirement homes (reasonably priced)
- Things to enhance quality of life for seniors (eg. Benches on Queen St.)
- Introduce development charges
- Developing new partnerships/ alliances- particularly in Northern Ontario
- Fiscal responsibility, prioritize what Council will do over the term
- Planning and executing
- Create economic conditions necessary to ensure growth increases
- Increased youth retention should offset aging population
- Capital management plan addresses infrastructure maintenance etc.

**3. Describe what the City would look like in 4 years if those challenges were met?**

- Vibrant/exciting/dynamic community (4)
- Forward thinking, progressive city
- Growth (2)
- Reduction in staff, realignment of assignments
- Improvements in infrastructure will take longer to be evident
- Improved economy- vibrant industry
- Population increase
- More investment
- Smart grid model for north America in SSM
- Several data centres
- Keeping jobs in Sault Ste. Marie
- Developed gateway site
- Positive changes throughout the community- more events, etc.
- More opportunities for young people
- Improved for aging population
- Improved quality of life
- Lots of people working if growth was up- lower unemployment rate-inward migration
- Better tax base- help city finances- help infrastructure- self-fulfilling prophecy
- Younger, more active work force spending money in SSM
- Can't rest on our laurels

**4. How can a strategic plan help in meeting those challenges?**

- Document which is used as a guideline/ direction (5)
- Used as a source to refer back to (3)
- Helps Council understand key milestones; provides focus
- High level strategic idea- component parts that support it

- City Council in concert with local employers- large and small, needs to identify where they wish to go as private business and how the city can support and “get out of the way”
- Staff references strategic plan but Council doesn’t refer to it
- Should be used by Council more
- Important that Council plays an aggressive role- not be complacent
- Council needs to take a leadership role
- Prioritizes issues/ projects
- Should reflect the need for growth and guide decisions- including budget decisions
- Take actions as set out in the plan

## 5. What are your views on the current vision and mission statements?

Vision: (the future of the organization)

*“The Corporation will be a leader in the provision of efficient, affordable and quality services supporting a progressive and sustainable community.”*

- Change (5)
- Don’t change (5)
- High level directives- still fits- should not be changed
- I think it is time for the corporation to look more outward into the community and see how we fit. What is our “new” role in today’s community development. If our community is not growing and “passing the baton”, we will not need City services.
- Always have to work to be as efficient as possible- quality of service has to be affordable
- With new mayor and CAO- vision and mission should be re-visited or at least fine tuned
- Fine
- Seems fine- may be ideas that we haven’t looked at- let’s not stick to the status quo
- Agree with all- key words are important
- Needs to be changed- not that it isn’t true- but it needs to be refreshed
- Do what they are supposed to do- shows direction
- Should be re-done. Needs to be re-stated
- Re-visit, refresh- be proactive

Mission: (the mandate of the organization)

*“To provide quality and cost-effective municipal services in a responsible and supportive manner.”*

- Change (7)
- Don’t change (3)
- Supportive? What does this mean?
- I think it is time for the corporation to look more outward into the community and see how we fit. What is our “new” role in today’s community development. If our community is not growing and “passing the baton”, we will not need City services.
- Always have to work to be as efficient as possible- quality of service has to be affordable
- With new mayor and CAO- vision and mission should be re-visited or at least fine tuned
- Fine
- Seems fine but worth discussing
- Agree
- Needs to be changed- not that it isn’t true- but it needs to be refreshed
- Does show what Council wants to do. Might want to use different words but likely says the same thing
- Should be re-done. Needs to be re-stated
- Re-visit, refresh- be proactive

## **Values:**

### **1. What are the key values that should guide the City in its work?**

- Integrity, honesty, and transparency (7)
- Existing values are relevant (3)
- Accountability to more than just citizens (2)
- Existing values with greater detail on accountability, transparency, fiscal, and commitment to citizens (2)
- Environmental stewardship (alternative energy sources (2)
- Fairness (2)
- Statement- value employee input to drive efficiencies
- State “we will...” in each value (opposed to “we are”)
- Don’t just say it- do it
- Excellence
- Independence
- Innovation
- Citizen engagement
- Lead by example- don’t just say it- do it

### **2. How would you know if those values were working?**

- Public- complaints/ feedback (5)
- Openness can be measured by customer feedback and staff willingness to consider new approaches in how we carry out business
- Would see anecdotally if we are living up to corporate values (with staff and citizens)
- Reviews with each department, public, Councillors and staff
- Environmental – proof is in the pudding
- Integrity and honesty should be evident by the way we talk and act in public and in private
- Mutual trust and respect – intangible – feel it more than quantify it
- Crime rate
- Monitor, plan
- Increased engagement
- Engagement, transparency, customer service= more informed, more content public
- Self-monitoring

## **Strategic Priorities:**

### **1. What are the important issues that the strategic plan should address?**

- Delivering necessary city services in a cost efficient manner- not just a matter of delivering what we do now- but should we deliver at all- everything is up for possible realignment, reduction or removal- spending review
- Staffing models- opportunities for attrition, realignment, efficiencies
- Infrastructure maintenance- |||| ||
- Asset management- |||
- Customer service- ||
- Enhancing quality of life- |||
- Economic growth- ||
- Citizen engagement- ||
- Energy management- i.e. within civic centre
- Provide a snapshot of where we are at this point in our history i.e. services provided, at what cost and both financial and human resources; in other words, what does it require to do what we do?
- Inventory our staffing needs- skills and readiness to “step up” in succession as needed
- How does the corporation achieve sustainability and continuity in service levels

- Specific projects completed- commit to it and if major changes to the plan are required, keep Council and all staff team apprised of why the plan has to change
- Departmental reviews for efficiencies and quality services
- Employment
- Re-vitalizing downtown- gore street
- Deep water port
- Having the right people with the right skills to fill available jobs- identifying the issue
- Low birth rate/population growth
- Taking advantage of profile as “alternative energy capital”
- In-depth spending review with concrete results
- Working closely with other groups
- Financial policies- like not using surplus to reduce taxes- find creative ways to keep taxes low
- Aging population- burden of property tax
- Youth out migration
- Expectations of EDC, innovation centre
- Encouraging new development
- Delivering excellent services- enhanced animal care and control by-laws
- High quality municipal services
- Identify and guide plan for land use
- Governance training for members of Council and all board members
- Decreasing provincial grants
- Requests for improvements in services- parks, bussing, etc.
- Land use planning
- Increased transparency
- Use of available technologies to create efficiencies and enhance services
- Youth retention
- support quality of life; employment opportunities
- Improved processes (reduced bureaucracy, red tape, etc.)
- Communication tools- educating public

## **2. What are the top 3 issues?**

- Infrastructure (6)
- Asset management (3)
- Economic growth (3)
- Enhancing quality of life
- Spending review (2)
- Citizen engagement & technology (2)|
- Enhancing quality of life (2)
- Delivering high quality, efficient services (2)
- Customer service (2)
- Provide a snapshot of where we are at this point in our history i.e. services provided, at what cost and both financial and human resources; in other words, what does it require to do what we do?
- Inventory our staffing needs – skills and readiness to “step up” in succession as needed
- How does the corporation achieve sustainability and continuity in service levels
- Specific projects completed – commit to it and if major changes to the plan are required, keep Council and all staff team apprised of why the plan has to change
- Deep water port
- Having the right people with the right skills to fill available jobs – identifying the issue
- Low birth rate/population growth
- Seniors issues
- Affordable housing
- Improved processes

## ***Roles & Responsibilities:***

### **1. What should be the role of City Council in the development and implementation of the strategic plan?**

- Council says what its priorities are for the term
- Set policy that supports it and keep it top of mind
- Council should be heavily involved in both guiding CAO to follow strategic plan once completed; decisions should follow strategic plan
- Set out vision and goals – working with staff – individual members of Council championing projects- garnering support- sell the idea to the community
- Be open minded; stop NIMBYism; be less political and more realistic in approach
- Should be the voice of the constituents to staff to have implemented
- Full input into development – should be involved in implementation, should monitor. Make sure that departments are meeting objectives and timelines in the plan
- Joint role – staff and Council – Council should oversee
- Leaders in developing – implementation – should follow plan once approved. Provide resources to implement
- Create and approve plan – do everything necessary to support it, to sell it

### **2. What is the role of the staff in the development and implementation of the plan?**

- To implement as Council has directed (6)
- Create policies that balance/comply with city-wide vision/ mission (2)
- Input; (2)
- More reporting
- Meet with Council to hear input into goals but to “educate” as to needs of the corp.
- Staff needs to be involved in development;
- Staff should bring forward ideas for new projects. Look beyond day-to-day operations
- Dialogue between staff and Council
- Joint – staff and Council – reporting on progress, making Council aware of financial opportunities
- Providing data in creation

### **3. What is the role of the community in the development and implementation of the plan?**

- Provide input in development (services sought and “bright ideas” for improving quality of life)- surveys, website, town meetings (draws for returning surveys (8)
- Community involvement- by EDC, Chambers of Commerce, Downtown Association (2)

## ***Impact:***

### **1. How could the strategic plan affect the work of the Council?**

- Roadmap or guiding document of direction Council wants to go and goals to be achieved during the term of Council (7)
- Could provide Council with a tool to better commit to accomplishing specifics and budgeting accordingly; manage costs
- Trying to find the balance – fulfilling the strategic plan – fund projects, decisions should flow from strategic plan
- If utilized and endorsed should be a reference for projects or activities

### **2. How could the plan affect the work of the staff?**

- Provides staff with direction as to what Councils priorities and expectations are (7)
- Significant projects should be related to strategic plan- should reference in reports be coloured or bolded to make more significant.



- Could provide Council with a tool to better commit to accomplishing specifics and budgeting accordingly; manage costs
- Costs involved, additional work
- Staff and Council need to work closely together- interaction, cohesiveness. Staff gives Council; information- communication

### **3. How could the plan affect the community in general?**

- Informs community as to what Council's goals, priorities & activities are (2)
- Improves lives of residents and community – identifies costs (2)
- Communicates vision, mission and values. Best use of resources
- The plan could provide the community with a level of comfort in seeing leadership and outcomes emerging from City hall that they feel that they have been part of creating
- Provides the public with a sense of trust – can see what is envisioned – sense of purpose and direction
- Road map – benefits community, should enhance growth
- Better customer service; greater public engagement. Finding efficiencies, technology – save money
- Sense of ownership, pride, accomplishment

### ***Accountability:***

#### **1. Who should be accountable for implementation of the strategic plan?**

- Council (8)
- Staff (8)
- Mayor (4)
- CAO (3)
- Individual responses Included in above*
- CAO
- CAO with SMT in concert with C.C.
- Mayor Council CAO and SMT
- Staff with champions on Council
- Mayor and Council, staff supporting Council
- Staff led – overseen by departmental head who reports to Council
- Mayor and Council, department heads, employees, everyone
- Council and staff
- Staff with Council providing resources
- Mayor and Council

#### **2. What kind of process should be in place to ensure accountability?**

- Quarterly updates (7)
- Presentations to Council; updated strategic plan – make a presentation status updates by strategic direction (as opposed to departmental presentations)
- Just having on consent doesn't get the attention it should
- Should be more dynamic/ alive – keep referring to strategic plan
- Physically post the plan in city facilities – post values, etc. in Council Chambers
- Town hall meetings once a term in each ward with ward Councillors totally engaged
- Quarterly meetings specific to strategic plan
- Specific Councillors should be assigned to each part of the strategic plan (with expertise in that field)
- Balancing act – to deal with new issues as they arise
- Individual responses Included in above*
- Quarterly update – red flag what is necessary – bring to the attention of Council when/if something changes
- Quarterly reporting, reference in Council reports – Council should give more weight

- Quarterly reporting – visual of what is happening or not – highlighting changes to plan
- Workshops re: quarterly reporting – lead staff noting any changes – not just changing dates and amounts
- Quarterly reporting and annual
- Quarterly reporting on regular agenda rather than consent
- CAO should be held accountable
- Quarterly reporting “state of the city” and then annually- through CAO

### ***Community Participation:***

#### **1. Which key groups or individuals should be consulted?**

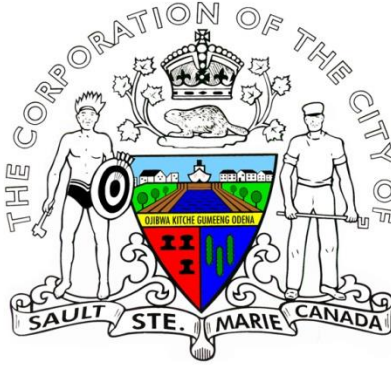
- Businesses in community – Essar, OLG; CEOs of major employers (4)
- Education sector (4)
- Non-profit social services groups; large charities (3)
- Health sector (3)
- Chamber of Commerce (3)
- Downtown Association (3)
- EDC (2)
- First Nations
- Arts and culture sector
- Focus groups; i.e. environmental groups
- Neighbouring communities
- MP/MPP
- Major unions
- For community strategic plan – not for corporate strategic plan – but not to add more layers, redundancies in existing services

#### **2. How should they be consulted?**

- Specific invitation (6)  
*Individual responses Included in above*
- Specific invitation to a planning sessions – are there synergies (1/2 day sessions)
- Key influencers luncheon event with a PowerPoint presentation made jointly by the mayor and CAO. Follow up commitment to provide feedback by a distributed SHORT survey to be sent within one week
- Scheduled opportunities/ discussions
- Website, social media, Facebook, twitter
- Opportunity for public – send your feedback

#### **3. How can the community actively participate in the implementation of the strategic plan?**

- Not applicable to implementation
- N/A
- They don't
- Not sure they can.... More of a role to support the “big picture vision”
- Not necessarily applicable to implementation- more on development
- Education- being informed
- Working groups- follow up with key groups that have been involved
- Annual reports as to status
- Periodic structured meetings with community partners
- Ensure that Council members are meeting commitments they made when they got elected
- Website, surveys, town hall meetings- INPUT



**Interview Guide  
City Council  
City of Sault Ste. Marie  
Corporate Strategic Plan**

***Introduction:***

We are currently undertaking background work to update the corporate Strategic Plan to be used as a tool for Council and staff for the present term of Council (2015 to 2018). The process involves interviews with Council and City staff as well as other methods of information gathering. This interview will assist us in identifying key issues and outcomes that the strategic plan could address.

Phase two of the strategic planning process involves working sessions with Council, senior staff, and division heads to define strategic directions and rank priorities. It is expected that the working sessions will take place once a new CAO is selected.

***Vision & Mission:***

What are the key challenges facing the City today?

- *Infrastructure (7)*
- *Business growth/ economic development (3)*
- *Maintaining necessary services while reducing taxes- (2)*
- *Core infrastructure / aging infrastructure / asset management – specifically for buildings and storm sewer works as they are not well funded (7)*
- *Population/demographics (aging population, population decline, labour force) to meet job opportunities and growth of economy/ millennial generation has vastly different expectations than senior population. How will the needs of all citizens be addressed (2)*
- *Economic development (need to increase migration as existing workforce retires)*
- *Quality-of-life (e.g. Essar Centre, Hub Trail)*
- *Maintaining services while reducing taxes;*
- *youth retention;*
- *Economic /business growth and development*
- *Police and Fire service costs exceeding the community's ability to pay and as a result other services decline as funding is redirected.*
- *Culture*
- *Employee engagement/moral,*
- *Departmental silos and lack of system/service integration,*
- *Dated IT systems and infrastructure,*
- *Fiscal pressures to do more with less (4)*
- *Replacing key positions as employees retire – 35% to 40% turnover*
- *Absenteeism*

*Providing service levels that strike a balance between the level of service needed, desired or required with costs that will continue to rise. What are the appropriate levels of service across the vast array of services that SSM provides? What are the priorities for these vast arrays of services provided? Do we provide a basic service for some services and a higher level for others?*

*As this exercise shows is the need for extensive ongoing strategic planning and dedicated staff focused solely on this important process. Part of the strategic planning needs to involve all staff with an eye to ensuring that all understand their role in providing customer service, line of sight, so they will be committed as service providers to our customers and get and remained engaged.*

*The development of a high performance service organization requires investment in education and training of staff at all levels at all times.*

1. How should the City meet those challenges over the next 4 years?

- *Really need to look at a longer period to see results – 10-15 years.*
- *Continue to designate base funding in the budget for management of building assets. 2015 budget was a good start. Consider reducing the sanitary sewer surcharge which appears to be on a track to be overfunded, and implement a storm sewer surcharge to properly fund storm sewer works. Essentially move some sanitary money to storm. It may result in a reduction overall – reduction in the urban only levy? Don Elliott and Shelley have already had discussions about this.*
- *The current Strategic Plan is largely an internal document with a great many projects. When everything is a priority, nothing is a priority. City Council needs to revisit these strategic directions. My suggestion would be quality-of-life and environmental leadership, economic development, infrastructure renewal and corporate excellence.*
- *Develop detailed strategies and processes to address the issues.*
- *Formulate a combined plan which includes the asset management plan. Put a team together to rank and distribute funds to correct the highest priority issues and update annually.*
- *Re-think how we conduct business i.e.: what are we doing that is effective and what is not*
- *Utilize technology better / invest in technology (2)*
- *Re-evaluate user fees and the use of them as additional revenue source*
- *Input from all types/ages of citizens as to what they want to their community to be in future*
- *Strategic change and system integration,*
- *Encourage and foster a culture of employee innovation and accept increased levels of risk.*
- *Training and succession plan in place for ease of transition.*
- *Exit interviews for constructive feedback*
- *Corporate contemporary recruitment and selection program*
- *Health Prevention and Wellness training*
- *Clearly delineate what level of service is required and then fund to that level both operationally and through capital. If costs are an issue than service levels need to be adjusted accordingly.*
- *Provide education and training to maintain and develop skill levels, give responsibility and hold accountable for expectations of high performance.*
- *Identify only 3 to 5 projects under each strategic direction that can be funded and completed within the term of Council. Some of the projects*

*currently identified in our Strategic Plan are worthwhile, but have no funding commitment. As such, they may not be priorities of City Council.*

2. Describe what the City would look like in 4 years if those challenges were met?

- *Again can't measure successfully in 4 years.*
- *There would be a more balanced funding for sanitary and storm works, and a good base of annual funding for building asset management.*
- *A community with a progressive and inclusive reputation that people want to move to and invest in for the outstanding quality of life.*
- *Prosperous and growing.*
- *If you follow the plan without deviation you will see improvement.*
- *If economy and diversification occurs, the community would become more vibrant and the citizens would have greater value for their tax dollars*
- *Competent well trained staff working at more efficient levels*
- *Improved attendance*
- *Healthier workforce*

3. How can a strategic plan help in meeting those challenges?

- *Having a strategic plan reduces the error factor. Solid and meaningful data results in a more effective process of success.*
- *It will keep Council and staff on track, and on task. It will keep the goals in focus. Some of us (me included) may not like to see it every few months, but it serves to keep the overall goals in mind.*
- *A municipal strategic plan does three critical things. First, it explains the priorities of City Council to the public. Second, it becomes the key input into the budget process. Third it provides a clear path moving forward and in doing so, encourages new investment in the community.*
- *By ensuring processes are developed and resources (human and financial) are applied.*
- *It provides long term direction and allows all to review progress*
- *Will set the direction and focus on the big picture*
- *Co-ordinating a consistent approach on investing in our "Human Resources" the people not the department*
- *Committing to improving the culture of the organization*

4. What are your views on the current vision and mission statements?

Vision: (the future of the organization)

*"The Corporation will be a leader in the provision of efficient, affordable and quality services supporting a progressive and sustainable community."*

- *We have tried to be all inclusive and I feel that the current wording accomplishes this.*
- *It is fine, although "sustainable" is kind of trendy these days. I would offer "stable" as an alternative.*
- *This vision is restricted to providing services. I suggest that we expand this to include creating a "vibrant and growing" community.*
- *Change the word "sustainable" to "prosperous".*
- *No change required.*
- *Leader – compared to whom, on what level? How is it measured?*
- *In principle they are great statements just not sure they are achievable....do we know if we are really cost-effective? Are there measures in place to achieve these objectives.....*

- *All mission and vision, value, credo, etc. need to be understood and lived every day in all that we do as a corporation, not simple a plaque on the wall.*
- *As a service organization we are dependent on human capital and I believe this should be recognized and in our statements and give due credit to our staff*

Mission: (the mandate of the organization)

*“To provide quality and cost-effective municipal services in a responsible and supportive manner.”*

- *No change required. (4)*
- *Change municipal to community. “Municipal” does not speak to or about community / people*
- *The mission statement is well written but requires more advertising. Provide more education beyond the senior staff level.*
- *In principle they are great statements just not sure they are achievable....do we know if we are really cost-effective? Are there measures in place to achieve these objectives.....*
- *All mission and vision, value, credo, etc. need to be understood and lived every day in all that we do as a corporation, not simple a plaque on the wall.*
- *As a service organization we are dependent on human capital and I believe this should be recognized and in our statements and give due credit to our staff*

#### **Values:**

5. What are the key values that should guide the City in its work?

- *Honesty/Integrity,(7)*
- *Accountability.(4)*
- *Responsibility*
- *Fiscal responsibility (2)*
- *Effective communication,*
- *Creating great employees and a positive work environment.*
- *Environmental leadership*
- *Strong team values.*
- *Leadership*
- *Service excellence and reliability*
- *Sustainability*
- *Embrace change*
- *Encourage and support innovation*
- *Respect diversity*
- *Focus on community and customer service excellence (2)*
- *Collaboration/teamwork (2)*
- *Strive for excellence*

6. How would you know if those values were working?

- *We realize that any system can be improved upon. Micro-managing is not an effective tool. Staff needs to feel they are part of a team and that in itself helps monitor key values within the corporation.*
- *Success in these areas would be evident in the relationships among Mayor and Council, senior staff, employee groups, and outside agencies*

- *Discussion around any values needs to include measurement criteria.*
- *Institute meaningful performance measures; track complaints and responses; annual departmental reports.*
- *You would see it in your accomplishments*
- *Performance measures – evaluation and accountability of strategic plan*
- *Input from citizens*
- *To measure you need benchmarks, which are measured and evaluated against goals. Values are tough to measure quantitatively and usually require qualitative analysis.*
- *Short and long term indicators such as on-time completion, done correctly the first time and within budget both individual work assignments as well as cross group projects with less complaints and constant communication through out to maintain clarity and understanding.*

### **Strategic Priorities:**

7. What are the important issues that the strategic plan should address?

- *Current strategic framework is still valid: (1) Developing solid infrastructure; (2) Delivering excellent services; (3) Enhancing quality of life.*
- *Infrastructure renewal and maintenance; excellence in service delivery; and, effective communications*
- *Quality-of-life and environmental leadership, economic development, infrastructure renewal and corporate excellence.*
- *It will provide direction and the opportunity to review.*
- *Economic growth thus leading to assessment growth*
- *Infrastructure renewal and investment*
- *Value for tax dollars (ie. efficient services)*
- *Healthy quality of life*
- *The plan needs to include 5, 10 & 20 year goals to be strategic. Planning only 4 years out is an operational plan, not necessarily a strategic plan.*
- *The culture of the organization needs to change.*
- *Efficiencies needs to be found and promoted – modernize operations*
- *Increasing revenue streams.*
- *Departments needs to increase system integration and better cross pollinate*
- *Corporation needs to engage community.*
- *Corporation needs to welcome and promote economic and community development.*
- *Increase community service standards (not levels or new services). Become better at what we are already doing and the manner in which we are doing it before adding new services.*
- *Employee talent. Minimum qualifications are not sufficient in order for the organization to truly become a leader (as per mission statement). To become a leader, the corporation needs to attract and retain the best talent. The gauge needs to move from “can they do the job, to can they excel in the job”? The best talent gets promotion, not those with “connections” or based on seniority.*
- *Corp needs to focus on employee training and professional development. Corporation typically only provides “must” know training (WHMIS, Health*

and Safety, etc.) Need to move in to professional development to invest in human resources.

8. What are the top 3 issues?

- Same as above.
- *The unfunded infrastructure deficit; the ability to provide excellent service delivery within current and projected revenues, without debt financing; the ability to attract more industry to increase development and therefore the resources to meet the first two issues*
- *As above and note that all four are inter-connected.*
- *Infrastructure, City assets, Rolling stock.*
- *Assess the needs, prioritize the submissions, direct the funds. Stay on track.*
- *Economic growth thus leading to assessment growth*
- *Infrastructure renewal and investment*
- *Value for tax dollars (ie. Efficient services)*
- *Healthy quality of life*
- *Organization's culture.*
- *Employee talent.*
- *The plan needs 5, 10 & 20 year goals to be strategic*
- *Ingrained understanding of the need and requirement for strategic planning*
- *Integration of individual, department and corporate goals so we are all pulling in the same direction.*
- *Sustainability in the mid-term with a view to a more long term comprehensive planning process. What do we do, what are we not doing, what should we stop doing with a constant review and fine tuning along the way. Planning now should always be 3-5 years ahead of the curve to be able to be adaptable and fluid all the time.*

9. What methods do you use currently (other than the budget process) in your department for planning activities for each year (i.e. goals and objective setting, operations plans)

- *DSSAB Board developing/updating its strategic plan*
- *Commissioner and division heads use a two year planning cycle. Develop bi-annual work plan that identifies clear goals and objective through the planning cycle. Have internal monitoring elements that management uses to gauge and measure effectiveness/success/failures.*
- *Review of what, why, how we do things and compare to what our customers require from us in business planning process. Encourage input from any and all on specific items, long term initiatives and new, or better way of providing service.*
- *Constant dialogue of ideas, questioning, proposing and challenging*

10. What are the best methods to solicit input and comment on the plan from your staff?

- *Staff should not be part of a strategic planning exercise. Strategic planning is done by senior management. Once the strategic plan is completed, staff should have input into the development of a work plan specific to their division on how to achieve the strategic ends identified by the mayor, council and senior management.*
- *A variety of methods need to be used to allow everyone a comfort level to contribute. Individual discussions, group discussions, large "Town Hall"*



*meetings, submission of briefs or discussion papers as well as mass communications and requests for comments.*

**Roles & Responsibilities:**

11. What should be the role of City Council in the development and implementation of the strategic plan?

- *Governance and approval.*
- *Council has the role of leadership – work broadly with staff and other agencies to form the strategic plan. Note that we have a functional strategic plan – it only needs review and modification based on this review*
- *To determine the strategic priorities for the City, to work with staff to identify key projects for each strategic priority and provide the required funding. Projects that Council is not willing to fund within its term should not be included.*
- *Priority setting and policy setting to achieve targets*
- *Council should provide funding options and review of progress. The plan is live and will extend far beyond Councils term.*
- *Set the direction (ie. Vision)*

12. What is the role of the staff in the development and implementation of the plan?

- *Putting in place the necessary implementing tools and directives to achieve plan success.*
- *Staff has the role of fleshing out the details of the plan and advising Council and seeking Council approval on the final revised version*
- *To work with Council to identify appropriate projects and budget for each strategic priority. Implementation.*
- *Administer and identify ways and means to achieve strategic items.*
- *Create a plan, implement, and review progress.*
- *Develop the action plans to achieve the vision as set by Council*

13. What is the role of the community in the development and implementation of the plan?

- *Be a part of the system in providing responsible, respectful comments / volunteering and assisting in the effort to achieve success*
- *The community's role is one of input, through points of contact like public meetings and social media.*
- *To encourage discussion among members of the community and to identify those projects which are of the greatest benefit.*
- *Collaborate with Council and staff*
- *Feedback on over all progress of plan.*
- *Provide input as to direction. Where do we want to be?*

**Impact:**

14. How could the strategic plan affect the work of the Council?

- *Assist in an orderly implementation of actions – save time / money.*
- *It should be a general guide, referred to often, and revised periodically when circumstances warrant*
- *The Strategic Plan should be the fundamental input into the budget process. As such, budget needs to be a major consideration of the entire strategic planning process.*

- *Provide a road map for growth and prosperity.*
- *The plan will provide Council with a summary of funding requirements for future needs.*
- *Align municipal planning decisions to meet outcomes as per the plan*

15. How could the plan affect the work of the staff?

- *Improve productivity and getting to an informed decision.*
- *It should be referred to often by senior staff and Division Heads when implementing policies and procedures for division processes. The strategic goals should be communicated often to all staff. The majority of staff are employed to do the business of the City because they know “how” – but they should be reminded regularly “why” they are fulfilling their role.*
- *A good strategic plan provides clear direction for staff when determining priorities and assigning resources.*
- *Direct efforts towards achieving priorities.*
- *The plan is the guide and direction.*
- *Provide direction for departmental budgets*
- *Focus spending and other resources*

16. How could the plan affect the community in general?

- *Better end product – same time / money.*
- *If the municipality government communicates sense of purpose, it will help the overall community thrive.*
- *Everyone benefits when the most important issues facing the community are addressed and agreed to priorities are implemented.*
- *Develop a prosperous and progressive community*
- *Completed tasks will in turn provide positive feedback.*
- *If achieved community will achieve its goal of where it would like to be*

### **Accountability:**

17. Who should be accountable for implementation of the strategic plan?

- *Department Heads in each of their respective areas.*
- *Council is accountable to the public for implementation of the plan. CAO is accountable to Mayor and Council, and senior staff are accountable to CAO...etc. All municipal employees are accountable at some level for the implementation.*
- *Varies depending on roles and responsibilities.*
- *There should be a small committee that ensures the plan stays on track.*
- *Council and staff*
- *Senior Management.*
- *Individuals, managers and commissioners working towards a common goal(s). There also needs to be an overarching co-ordination to manage the process and verify things are getting done.*

18. What kind of process should be in place to ensure accountability?

- *Regular information sessions to address not only success but areas that have not met expectations with reasons for both.*
- *Regular review – like we have been doing. The required reference to the Strategic Plan in all Council reports works well in my view.*

- *As noted previously, each value, strategic priority and project needs to include measurement criteria and a reporting structure.*
- *Annual review of accomplishments.*
- *Scheduled reporting of achievement of goals*
- *Assignment of staff to each goal for accountability*
- *Not sure what this means? All levels of management need to be held accountable for achieving, or not, all goals and ends identified in the plan.*
- *Key Performance Indicators, SMART Goals, regular communication to verify progress and identify problems in a timely manner. Performance needs to be attended to daily, weekly, monthly as required on a more informal basis rather than the standard and formal "Performance Appraisal" method.*
- *What gets measured gets done.*
- *A merit based bonus or incentive can be used to reward satisfactory, outstanding and exceptional results in conjunction with measuring performance.*

### **Community Participation:**

19. Which key groups or individuals should be consulted?

- *Business, upper levels of Government / Industry / City agencies and special groups / educational institutions.*
- *All agencies should be invited – but we realize some will not respond. That includes all special interest groups, school boards, regulatory, approval and funding agencies, private citizens, local health organizations, - there are many others...*
- *Identify a process to ID all groups and engage them all.*
- *Small and large business. Tax payers thru Councillors.*
- *Business*
- *Schools (High school students and post-secondary)*
- *Senior Centres*
- *Social Service Agencies*
- *General population*

20. How should they be consulted?

- *Open forums / town hall meetings.*
- *In the usual manner – reports to Council, public notices, social media. Use open houses if warranted – but not if recent similar attempts have been poorly attended. Sometimes the public is just not interested in being engaged in an issue – that's fine.*
- *Various ways – online; open house; town hall; meetings with identified groups.*
- *Invitation to attend workshops.*
- *Random survey*
- *Voluntary survey (at malls etc.)*
- *Town Hall meetings*

21. How can the community actively participate in the implementation of the strategic plan?

- *Social media; information forums – "get to know the plan".*

- *The community can participate as noted above, and they can engage in the discussion through their ward Councillor.*
- *By submitting requests through Council. That is why Councillors are elected.*
- *We have seen from the budget process that it is difficult to obtain meaningful public input beyond “don’t raise taxes.” This is largely due to the complexity and wide ranging scope of municipal services. Many people do not participate because they do not believe that they can provide meaningful input or that anyone will listen.*
- *One possible approach is called deliberative polling. Residents are selected at random and invited to attend a day long workshop. Staff provide background information on a number of topics and are available to answer questions but do not provide any suggestions or opinions. Following discussion among the participants, traditional polling methods are used to identify priorities. The major difference with this approach is that residents have a chance to understand, question and discuss key issues and opportunities for the community rather than simply filling out a survey or attending an open house.*
- *City Council maintains full responsibility for approving the Strategic Plan and budget, but the results of this process can be useful.*

*This approach was successfully used in Danyar (?) China, a community of 170,000 people. The local council had identified the reconstruction of a major boulevard as their top priority. This would create a grand entrance to the community, become a place of community celebration and contribute to the parks in the area. It was also reminiscent of an earlier time and would likely create a sense of pride in the community. After hearing the results of the public consultation process, Council re-focused their efforts on providing clean water and putting playground equipment in the existing parks. They did this knowing that they were actually meeting the most pressing needs of their residents.*

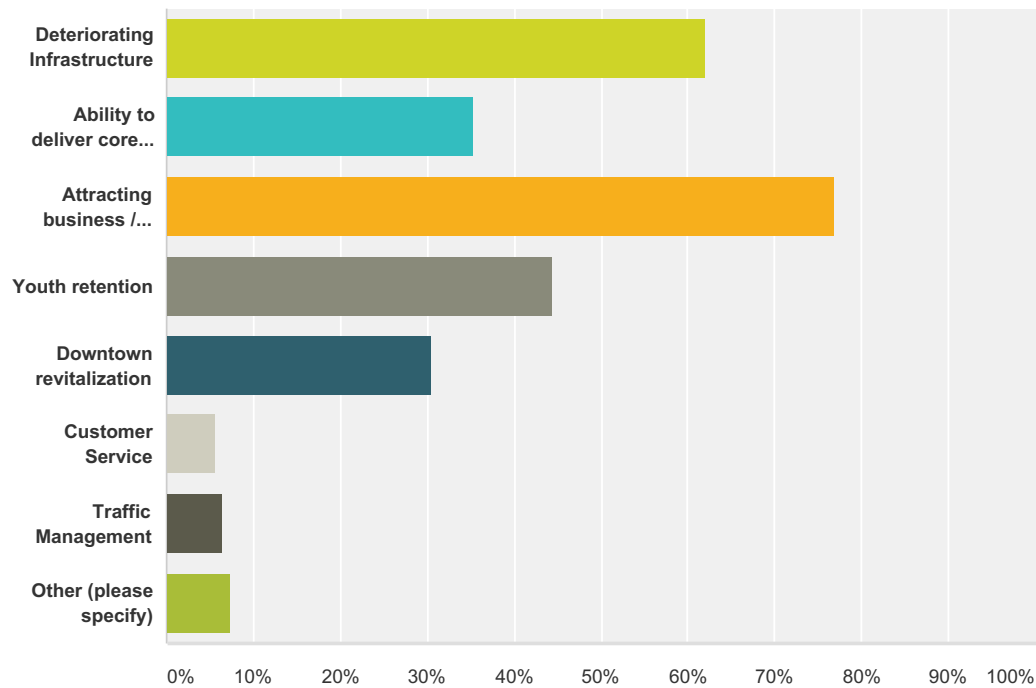
*What are the advantages of this type of approach?*

- *It reaches out to a broad representation of the community and engages groups which do not usually participate in public consultation.*
- *It eliminates possible bias associated with one particular sector lobbying to support their interests.*
- *It provides for expert question and answer opportunities.*
- *It allows for informed discussion.*
- *It creates general consensus on what the City’s priorities should be.*
- *It provides valuable input to both the strategic plan and budget process.*

*Regardless of what approach is used, The final document needs to be easy to read with clear identification of strategic directions, a brief summary of recent activities and planned projects over the next few years. Photographs and bright colour would help along with information on how to get more details on specific projects.*

## Q1 What do you see as the key challenges facing the City today?

Answered: 108 Skipped: 0



Answer Choices	Responses
Deteriorating Infrastructure	62.04% 67
Ability to deliver core services within budget	35.19% 38
Attracting business / industry	76.85% 83
Youth retention	44.44% 48
Downtown revitalization	30.56% 33
Customer Service	5.56% 6
Traffic Management	6.48% 7
Other (please specify)	7.41% 8
Total Respondents: 108	

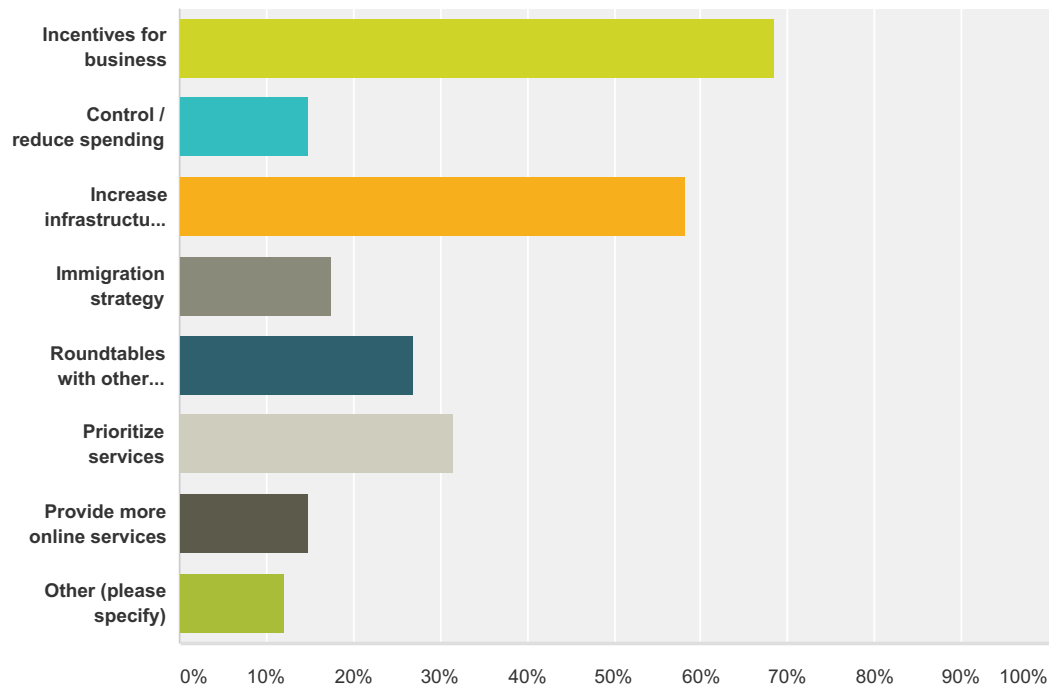
#	Other (please specify)	Date
1	Appropriate Fire Suppression services for a city our size	1/28/2016 11:26 AM
2	Attracting business/industry is the key to all challenges. Downtown revitalization would greatly benefit the city (i.e. City of Kelowna's Bernard Avenue Revitalization: <a href="http://www.kelowna.ca/CM/Page2280.aspx">http://www.kelowna.ca/CM/Page2280.aspx</a> )	1/26/2016 11:19 AM
3	Aging population and increasing cost of utilities and core City services.	1/25/2016 11:05 AM
4	employment creation	1/25/2016 9:06 AM
5	Downtown needs to have derelict or neglected buildings bought and torn down for overall appearance and opportunity to enhance new people friendly spaces.	1/22/2016 2:09 PM

## Corporate Strategic Plan - Staff Survey

6	Limited funding available for Capital from Current projects used for improvements	1/22/2016 1:34 PM
7	No corporate "brand"; Lack of potential resident / municipal partnership programs compared to other cities.	1/22/2016 1:31 PM
8	Development of non cyclical industry, IE create a University Driven economy	1/22/2016 1:12 PM

## Q2 How should/can the City meet these challenges over the next five years?

Answered: 108 Skipped: 0



Answer Choices	Responses
Incentives for business	68.52% 74
Control / reduce spending	14.81% 16
Increase infrastructure spending	58.33% 63
Immigration strategy	17.59% 19
Roundtables with other partners	26.85% 29
Prioritize services	31.48% 34
Provide more online services	14.81% 16
Other (please specify)	12.04% 13
Total Respondents: 108	

#	Other (please specify)	Date
1	What are other municipalities' incentive programs for business. Research other border cities to see how they are using that to their advantage.	1/26/2016 11:19 AM
2	Incentives for resident to save, recycle, reduce and participate in the discussions.	1/25/2016 11:05 AM
3	More innovative economic and community development - we tend to count on historical industries.	1/24/2016 8:11 PM
4	input from tax payers	1/23/2016 11:54 AM

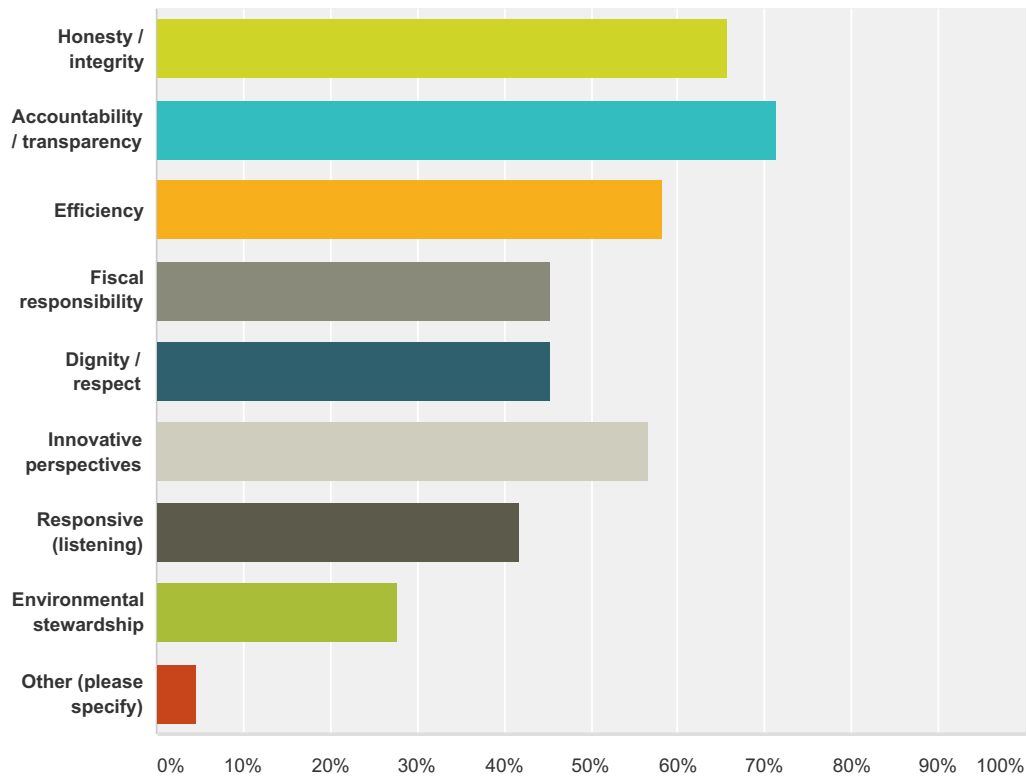
## Corporate Strategic Plan - Staff Survey

5	I am firm believer you have to spend money to "make money". We need to face the crisis of aging infrastructure and prioritize what we want to spend our money and time on. There are "optional" or fluff services that the City provides which deplete resources that could be devoted to the provision of key municipal services. Ensure core services are maintained and properly funded.	1/22/2016 4:00 PM
6	generate more industry	1/22/2016 2:44 PM
7	People need to have a clean safe district to gather and enjoy year round in a northern climate.	1/22/2016 2:09 PM
8	Stop cutting jobs, through layoffs and attrition	1/22/2016 1:46 PM
9	Change budget allocations	1/22/2016 1:36 PM
10	Lobby the federal and provincial governments to give incentives to companies that bid on government tenders for services or military contracts to set up business and manufacturing in the Sault	1/22/2016 1:34 PM
11	Create a way for staff to offer suggestions on their jobs themselves, and how they could be done more efficiently. The people doing the frontline work know their jobs, and may have simple ideas on how to make things better. I have ideas, but don't know where to offer them. I wonder if my suggestions are welcome and should be initiated from the staff level, or if I need council to think it up first and provide the direction.	1/22/2016 1:20 PM
12	spend more resources on Post Secondary Education developement ( University town)	1/22/2016 1:12 PM
13	Reduce rent on downtown property to encourage more businesses to stay	1/22/2016 12:47 PM



### Q3 What key values should guide the City in its work?

Answered: 108 Skipped: 0



Answer Choices	Responses
Honesty / integrity	65.74% 71
Accountability / transparency	71.30% 77
Efficiency	58.33% 63
Fiscal responsibility	45.37% 49
Dignity / respect	45.37% 49
Innovative perspectives	56.48% 61
Responsive (listening)	41.67% 45
Environmental stewardship	27.78% 30
Other (please specify)	4.63% 5
Total Respondents: 108	

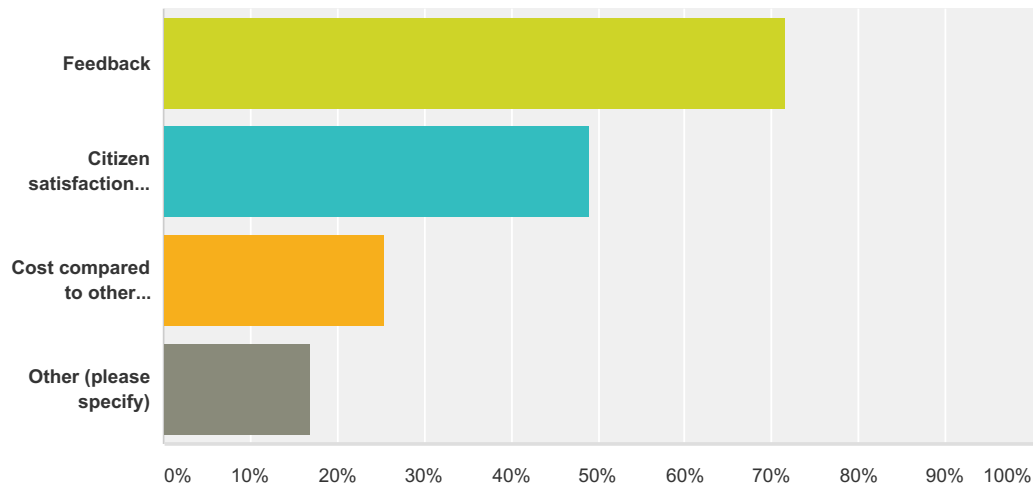
#	Other (please specify)	Date
1	As of late council seems hell bent in pushing through an agenda of cost containment. They have failed to consider or listen to feedback from the public while doing so.	2/2/2016 12:47 AM
2	Our community needs to become more inclusive and welcoming and racism free.	2/1/2016 9:01 AM
3	be more proactive. If you do nothing you still move backwards because everyone else continues to move forward.	1/22/2016 4:37 PM

## Corporate Strategic Plan - Staff Survey

4	The City demands fiscally responsible action and always has - thus our great credit rating. Being honest and working with integrity is essential.	1/22/2016 4:00 PM
5	All values listed above are key in guiding the City in its work.	1/22/2016 12:51 PM

## Q4 How would you know if those values are working?

Answered: 106 Skipped: 2



Answer Choices	Responses
Feedback	71.70% 76
Citizen satisfaction surveys	49.06% 52
Cost compared to other municipalities	25.47% 27
Other (please specify)	16.98% 18
Total Respondents: 106	

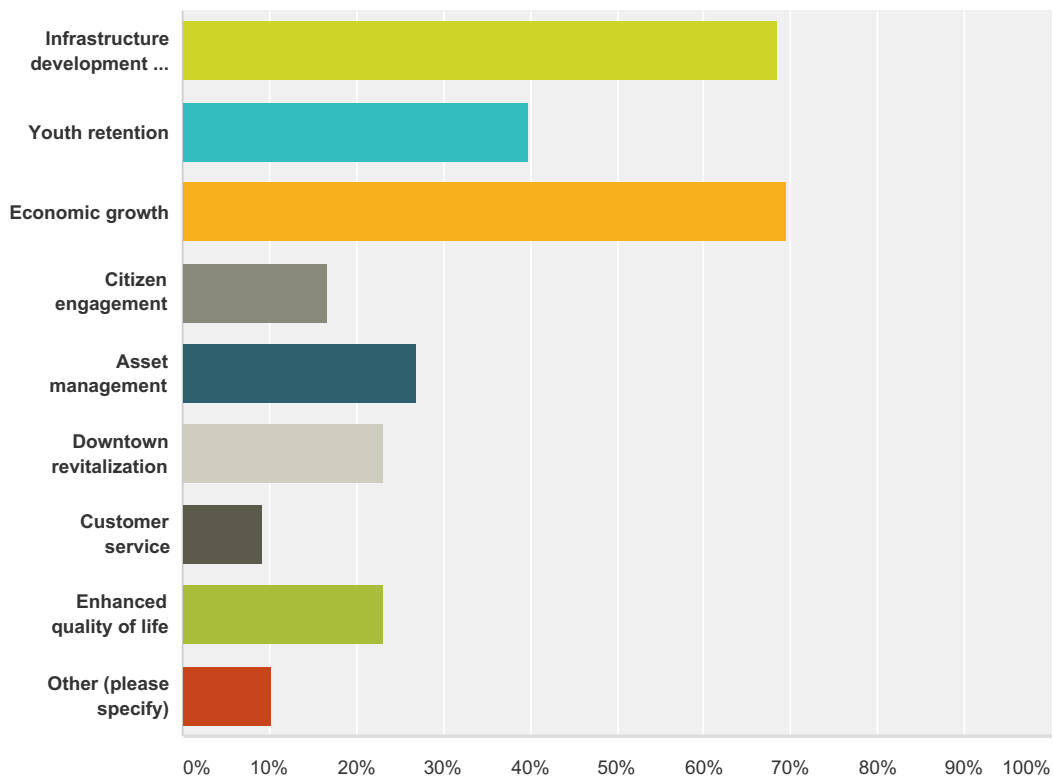
#	Other (please specify)	Date
1	Results based information sharing	2/26/2016 10:37 AM
2	Annual and data performance reviews.	2/1/2016 9:01 AM
3	for youth retention- job creation, attracting major employers. Deteriorating infrastructure - construction/replacement of roads and water supply/discharge pipes.	1/27/2016 11:02 AM
4	As a staff person, believing in the steps we intend to take to move forward & see positive results	1/26/2016 12:11 PM
5	Community engagement through social media	1/26/2016 11:19 AM
6	more industry coming to SSM	1/25/2016 11:31 AM
7	ongoing progress reports with clearly defined indicators relevant to SSM	1/25/2016 10:23 AM
8	in addition to city employees feedback on services needed	1/24/2016 8:11 PM
9	Business tax receipts, Immigration statistics.	1/22/2016 4:37 PM
10	The key values I feel are critical are not directly measurable in dollars! We have never been able to compare apples to apples when looking at other municipalities. Looking at credible feedback from our constituents through surveys and daily interactions is the best way to determine if the key values I identified are at work.	1/22/2016 4:00 PM
11	Reduction in Unemployment while continuing with current services.	1/22/2016 2:11 PM
12	Regularly scheduled input opportunities for City staff	1/22/2016 1:36 PM
13	Developing a short and long term strategic plan that is reviewed regularly, celebrate successes, and build on them. Get input from City Employees.	1/22/2016 1:34 PM

## Corporate Strategic Plan - Staff Survey

14	Anonymous comment box. This survey is nice because I feel I can say what I think without repercussions.	1/22/2016 1:20 PM
15	?	1/22/2016 1:12 PM
16	Job Creation	1/22/2016 1:07 PM
17	A combination of all listed monitoring activities should be utilized, and in many cases are being utilized.	1/22/2016 12:51 PM
18	audits	1/22/2016 12:33 PM

## Q5 What are the top 3 things that should be accomplished during this term of Council?

Answered: 108 Skipped: 0



Answer Choices	Responses
Infrastructure development / improvement	68.52% 74
Youth retention	39.81% 43
Economic growth	69.44% 75
Citizen engagement	16.67% 18
Asset management	26.85% 29
Downtown revitalization	23.15% 25
Customer service	9.26% 10
Enhanced quality of life	23.15% 25
Other (please specify)	10.19% 11
Total Respondents: 108	

#	Other (please specify)	Date
1	To to an aging demographic the city and council must realize that austerity measures are not worth the risk.	2/2/2016 12:47 AM
2	Immigration. Because of low birth rates, out migration, and an aging population.	2/1/2016 9:01 AM
3	Stop Grandstanding on TV	1/27/2016 8:20 AM

## Corporate Strategic Plan - Staff Survey

4	Economic growth leads to more jobs, which will keep the youth, create a greater tax base and more money to spend on infrastructure/downtown/etc. Everything snowballs from the growth of the economy and jobs.	1/26/2016 11:19 AM
5	environmental sustainability	1/25/2016 10:23 AM
6	Infrastructure development and improvement is critical - but - will never be done at a rate that is markably reducing the "NOW DEFICIENT" rating of much of our assets. This means that the balance of the infrastructure must be maintained and adequately serviced for the 20-30-40+ years that it will remain on the "now deficient" list. The work of PWT will be the band-aid solution for the interim. Many of our buildings have been identified in asset management as in need of investment. This cannot be overlooked. Overall enhanced quality of life for our citizens would be an ambitious goal.	1/22/2016 4:00 PM
7	Continue support the deep sea harbour, the sea way, rail, and transportation network including the connection to the I75 to attract diversity in manufacturing and industry.	1/22/2016 1:34 PM
8	Introduction of programs partnered programs such as Request a tree (ie. Thunder Bay); Banner Programs (ie. Richmond, Surrey, Langley BC)	1/22/2016 1:31 PM
9	Post secondary incentives to grow our university.	1/22/2016 1:12 PM
10	The three accomplishments checked may facilitate economic growth and youth retention.	1/22/2016 12:51 PM
11	get rid of rat problem [answering this as a citizen]	1/22/2016 12:33 PM

**Q6 What are your views on the current vision statement? (the future of the organization)The Corporation of the City of Sault Ste. Marie will be a leader in the provision of efficient, affordable and quality services supporting a progressive and sustainable community.**

Answered: 67 Skipped: 41

#	Responses	Date
1	good	3/17/2016 10:34 AM
2	We need more industry (stable) in the Sault. This town could be a major hub for anything we want to do. we need to go find it maybe.	2/26/2016 10:37 AM
3	That the city will demonstrate honesty, sincerity and fairness in carrying out their responsibilities.	2/18/2016 1:42 PM
4	I agree with the current vision statement.	2/9/2016 1:12 PM
5	Good.	2/2/2016 8:50 AM
6	This council and city senior management are focused to much on the cost and fail to see the benefit in providing adequate and enhanced emergency and essential services. Get off of the austerity bandwagon, cutting service, replacing with contractors is a race to the bottom. Service suffers when profit or cost is the only thing that drives decisions.	2/2/2016 12:47 AM
7	I find that the property taxes are extremely high for our city. I think also that keeping childcare will help create a sustainable community.	2/1/2016 1:03 PM
8	accountability, transparency and public input must be a priority	2/1/2016 12:03 PM
9	After progressive and: include: " welcoming, invitational community". Remove sustainable.	2/1/2016 9:01 AM
10	.	1/28/2016 2:37 PM
11	Beautiful	1/28/2016 9:46 AM
12	Show the progression, we need a major employer to take some weight away from the steel industry. Sault Ste. Marie is too reliant on Essar Steel ( or whoever the owner of the mill would be) With the paper mill closing, OLG's future in limbo, we don't have a lot of hope for or youth to stay in this area. Employees of the paper mill and OLG will be looking for work that may not support a lifestyle they are accustomed to, or may not be able to afford the house they are living in, buying cheaper houses (lower taxes) and not spending	1/27/2016 11:02 AM
13	This is not a private business. Quality is compromised by affordability. Major cuts of good paying jobs hurts the city economy	1/27/2016 8:20 AM
14	We need to focus on economic growth in our community to retain youth and to grow our population to support the City of Sault Ste. Marie.	1/26/2016 1:54 PM
15	Total support	1/26/2016 12:11 PM
16	great statement, very positive	1/26/2016 9:05 AM
17	Fine as is.	1/25/2016 1:10 PM
18	A leader in compared to whom?	1/25/2016 11:31 AM
19	I would add innovative before the word leader. Innovation should have the effect of reducing costs for the benefit of all community members.	1/25/2016 11:05 AM
20	Lacks aspect of growth;	1/25/2016 10:40 AM
21	'Sustainable' is overused and not well defined. Prefer the word 'stable'.	1/25/2016 10:25 AM

## Corporate Strategic Plan - Staff Survey

22	I think having "efficient... services" in both the vision and mission is redundant. I think the vision should be more broad-based. Other communities utilize wording such as "friendly, world class, healthy, strong, green, dynamic, and talent".	1/25/2016 10:23 AM
23	I believe it is important to maintain the quality of services provided to our community. It is noble to be efficient, but not if it means sacrificing services. Given the state of the economy, I understand affordable to mean keeping up with the inflation rate, while being mindful of the cost of living.	1/25/2016 9:39 AM
24	Out dated. Vision statements needs to mirror current trends and language.	1/24/2016 8:11 PM
25	Good but where is honesty and transparency	1/24/2016 5:49 PM
26	agree	1/23/2016 11:54 AM
27	sounds great	1/23/2016 9:11 AM
28	it seems fine	1/23/2016 8:22 AM
29	The vision statement lacks any type of identity. You are emphasising the mechanics of a system; which should be the standard. The corporation should be striving to provide the citizens a reason for the system to exist such as "The Corporation of the City of Sault Ste. Marie shall strive to provide the highest quality services in support of the community's pursuit of high quality living, working and multi-culturalism."	1/22/2016 4:37 PM
30	It say's a lot about nothing. It is not specific.	1/22/2016 4:24 PM
31	Its okay, doesn't really inspire	1/22/2016 4:22 PM
32	I agree with the above statement	1/22/2016 4:08 PM
33	This statement requires an acceptance of a new culture by constituents because some of our services are neither efficient or affordable. This requires a shift in what constutents are accustomed to.	1/22/2016 4:02 PM
34	I think we have always nailed the first part of the statement - efficient, affordable and quality services. I would think we can put our minds to being progressive. Change for the sake of change is a waste! Change in a positive, constructive, progressive manner is great!! We are a sustainable community...we need to prioritize our resources in sustainability.	1/22/2016 4:00 PM
35	Very well stated. Periodic review will make sure were on target...	1/22/2016 2:58 PM
36	Good	1/22/2016 2:46 PM
37	the word progressive is almost laughable. Sustainable only if new industry is brought and kept in town.	1/22/2016 2:44 PM
38	leader, money be progressive	1/22/2016 2:22 PM
39	The current vision statement accurately reflects the efforts of City staff, which is first rate and as good as any municipality located in a 4 season climate. Moving forward, the organization needs to ensure that all employees are treated with dignity and respect on an ongoing basis; therefore, providing a sense of belonging and strong foundation for the future delivery of quality services in the community.	1/22/2016 2:12 PM
40	I believe the City is continuing to achieve this except for attracting new industry and assisting present ones.	1/22/2016 2:11 PM
41	I think that the vision statement has good meaning and should be made known more frequently.	1/22/2016 2:09 PM
42	generic	1/22/2016 2:08 PM
43	Excellent	1/22/2016 2:04 PM
44	I hope that this actually happens.	1/22/2016 1:46 PM
45	Good.	1/22/2016 1:44 PM
46	ok	1/22/2016 1:40 PM
47	i agree	1/22/2016 1:38 PM
48	'Progressive' and 'sustainable' are too ambiguous and we don't have metrics to evaluate our success at embodying these ideals	1/22/2016 1:36 PM
49	It sounds like what every community wants.	1/22/2016 1:34 PM
50	As a millennial, I feel that our city always seems to be a follower and not a trend setter. There is a stigma that our city is old fashioned and not innovative and exciting, not a place people want to be.	1/22/2016 1:31 PM
51	I believe there could be debate whether this statement is accurate	1/22/2016 1:27 PM



## Corporate Strategic Plan - Staff Survey

52	Too formal sounding. I know we don't want to sound stupid, but too often we use language that is beyond the people we serve. I trail off after the word "provision". Slightly reworking what we have: "The Corporation of the City of Sault Ste. Marie will keep the community moving forward by providing quality services to its citizens."	1/22/2016 1:20 PM
53	none	1/22/2016 1:15 PM
54	?	1/22/2016 1:12 PM
55	We should aim to attract business and innovation, to improve our economy and bring more people in. The vision statement needs to reflect this as well.	1/22/2016 1:12 PM
56	Too technical - Where is the heart?	1/22/2016 1:12 PM
57	Progressive and sustainable community seems to be on the back burner.	1/22/2016 1:09 PM
58	Add local economy on the end and it would be great.	1/22/2016 1:07 PM
59	It doesn't address any possibility of growth. Sustaining a community means we have accepted it for what it is.	1/22/2016 1:07 PM
60	I believe 'quality of life' should be in the vision statement.	1/22/2016 12:51 PM
61	n/a	1/22/2016 12:47 PM
62	not bad	1/22/2016 12:47 PM
63	ok	1/22/2016 12:38 PM
64	fine	1/22/2016 12:33 PM
65	I think the word "healthy" needs to be added, progressive, healthy and sustainable. With the addition of cycling lanes to Queen Street East and future development of additional cycling lanes and the Hub Trail, Sault Ste. Marie has shown that the physical health of its citizens is as important as the health of the businesses and infrastructure.	1/22/2016 12:32 PM
66	Efficient, affordable and quality do not belong together. You get what you pay for. This statement is a catch-all like every other municipality and really doesn't say anything. Too many over-used words.	1/22/2016 12:28 PM
67	I believe the Municipality is providing efficient, affordable and quality services. However, I do not believe the community is progressive or sustainable.	1/22/2016 12:27 PM

**Q7 What are your views on the current mission statement? (the mandate of the organization)To provide quality and cost-effective municipal services in a responsible and supportive manner.**

Answered: 56 Skipped: 52

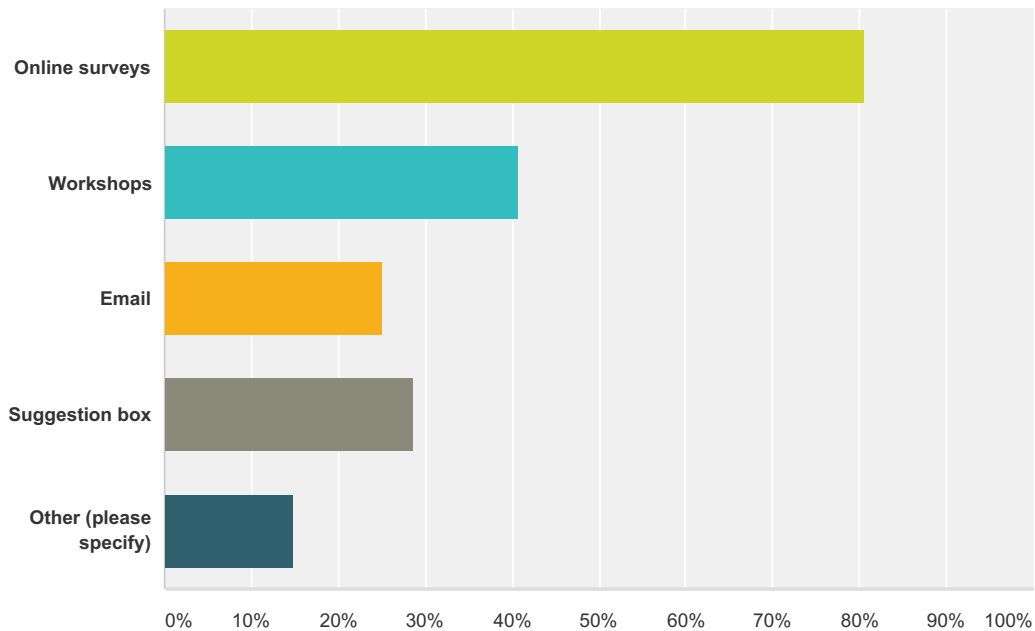
#	Responses	Date
1	good	3/17/2016 10:34 AM
2	ok	2/26/2016 10:37 AM
3	the city will manage municipal finances in a responsible manner and provide quality and affordable services. Best practice to provide lower costs and ensure the best value is measured for service delivery.	2/18/2016 1:42 PM
4	I agree with the current mission statement.	2/9/2016 1:12 PM
5	Good.	2/2/2016 8:50 AM
6	I find that council and senior management are lacking in their vision that this is a vibrant city. They fail to see to attract growth you must provide services not reduce or eliminate them.	2/2/2016 12:47 AM
7	cost should not be a determining factor for eliminating emergency services	2/1/2016 12:03 PM
8	OK	2/1/2016 9:01 AM
9	We should concentrate more on the task at hand and cater less to the "squeaky wheels"	1/28/2016 9:46 AM
10	I believe The Corporation provides good service although not in a cost effective manner, which in turn is irresponsible.	1/27/2016 11:02 AM
11	I feel we have to look a cost-effective ways to sustain our City and still be supportive.	1/26/2016 1:54 PM
12	I trust that this includes customer service as well.	1/26/2016 12:11 PM
13	another great statement, we just need to get there to make it a reality	1/26/2016 9:05 AM
14	Fine as is.	1/25/2016 1:10 PM
15	we do the best we can, with what we have	1/25/2016 11:31 AM
16	I would add the word equitable before the word responsible. Services should reflect the demographics of the community and must be available to all citizens to enjoy, at affordable rates.	1/25/2016 11:05 AM
17	I think the word leader or leadership should be incorporated.	1/25/2016 10:23 AM
18	There is certainly a need for accountable and responsible provision of services. I do not understand what is meant by the word "supportive" in this context.	1/25/2016 9:39 AM
19	Out dated again.	1/24/2016 8:11 PM
20	lacks accountability for the behavior of staff ex : honesty and transparency	1/24/2016 5:49 PM
21	agree	1/23/2016 11:54 AM
22	it seems fine	1/23/2016 8:22 AM
23	Again, too much emphasis on the mechanics of the system; there is no customer service in any of it. Even using a simple line such as "Our mission is to provide great customer service and our citizens are our customers; we shall strive to meet and/or exceed their expectations in the provision of high quality municipal services".	1/22/2016 4:37 PM
24	It say's a lot about nothing. It is not specific.	1/22/2016 4:24 PM
25	What's the difference between vision and mission?	1/22/2016 4:22 PM
26	I agree with the above statement	1/22/2016 4:08 PM

## Corporate Strategic Plan - Staff Survey

27	The first part of this statement is our mission - at the centre of the dart board! We, however, cannot be all things to all people - we may not be able to be supportive to all. If we provide quality municipal services in a cost-effective manner - businesses will be attracted to us. People will want to move and stay in Sault Ste. Marie. There are services that others provide better than us and therefore should not be a priority for us to master.	1/22/2016 4:00 PM
28	Satisfied with this statement	1/22/2016 2:58 PM
29	Good	1/22/2016 2:46 PM
30	Responsible would require transparency, currently untrue.	1/22/2016 2:44 PM
31	good if they carry it through	1/22/2016 2:22 PM
32	No need to change the mission statement. City staff currently delivers on the mission statement.	1/22/2016 2:12 PM
33	It is correct and being adhere to now so just continue.	1/22/2016 2:11 PM
34	I believe it to be true and practiced often.	1/22/2016 2:09 PM
35	generic	1/22/2016 2:08 PM
36	Excellent	1/22/2016 2:04 PM
37	should include honest and accountable manner to the mission statement. In light of the recent issues with the federal government, it would be nice to know that accountability is valued by the city of sault ste. marie.	1/22/2016 2:03 PM
38	Quality should be the main concern.	1/22/2016 1:46 PM
39	Very general. Not very personal.	1/22/2016 1:44 PM
40	ok	1/22/2016 1:40 PM
41	i agree	1/22/2016 1:38 PM
42	The Mission Statement is missing a reference to the organization's role in policymaking and how it supports the vision statement.	1/22/2016 1:36 PM
43	This is what every municipality and government should be doing anyways.	1/22/2016 1:34 PM
44	Again, too formal. Doesn't make the municipality sound that approachable.	1/22/2016 1:20 PM
45	none	1/22/2016 1:15 PM
46	Appears to be status-quo--and would something to aim for regardless of the economic state. Business innovation and youth retention is needed.	1/22/2016 1:12 PM
47	This has heart- even though shorter than the above inclusive - to it all.	1/22/2016 1:12 PM
48	It's fine.	1/22/2016 1:07 PM
49	seems to be working	1/22/2016 1:01 PM
50	progressive, sustainable should be included here, rather than in vision.	1/22/2016 12:51 PM
51	n/a	1/22/2016 12:47 PM
52	It sounds like the same thing..	1/22/2016 12:47 PM
53	ok	1/22/2016 12:38 PM
54	fine	1/22/2016 12:33 PM
55	Again, lots of corporate jargon and nothing meat-and-potatoes.	1/22/2016 12:28 PM
56	Agreed.	1/22/2016 12:27 PM

## Q8 What are the best methods to solicit input and comments from staff?

Answered: 108 Skipped: 0



Answer Choices	Responses
Online surveys	80.56% 87
Workshops	40.74% 44
Email	25.00% 27
Suggestion box	28.70% 31
Other (please specify)	14.81% 16
Total Respondents: 108	

#	Other (please specify)	Date
1	Open House	2/18/2016 1:42 PM
2	Realize that it is the actual workers who get the job done. As of late management ranks have swelled, while workers are being eliminated. Workload has increased but the city has failed to keep up with replenishing the ranks of the actual labourers.	2/2/2016 12:47 AM
3	anonymously	1/28/2016 2:37 PM
4	Staff meetings	1/28/2016 11:26 AM
5	Create committees for each department.	1/26/2016 1:54 PM
6	Staff need to feel that they & their input are valued. Too big a gap between union and non-union staff in so many things.	1/26/2016 12:11 PM
7	listen!!	1/24/2016 5:49 PM
8	Workshops often result in people trying to impress those around them or on the other hand - worrying about what their colleagues are thinking.	1/22/2016 4:00 PM
9	Workshops and Training	1/22/2016 2:48 PM

## Corporate Strategic Plan - Staff Survey

10	Results should be shared back to all employees.	1/22/2016 2:09 PM
11	Any method to solicit input must be confidential	1/22/2016 1:32 PM
12	I like the more anonymous route. I'd like to be able to send messages to the CAO (or his assistant), be it comments on a service, front line gripes, ideas to move us forward, etc., without feeling like a whiner. If the CAO likes them, he can direct the appropriate staff in implementing them. If I choose to identify myself with the cause, I can, otherwise, I can still get my idea out.	1/22/2016 1:20 PM
13	Town hall meetings	1/22/2016 1:12 PM
14	how about ongoing - credible function review meetings - intended to establish needs and goals	1/22/2016 1:12 PM
15	The strategic plan should be the document that among other things, guides the development of departmental 'to do' lists, rather than be a departmental 'to do' list.	1/22/2016 12:51 PM
16	easy to comprehend summaries of Council Meetings distributed to all staff	1/22/2016 12:33 PM