

Business Plans2002



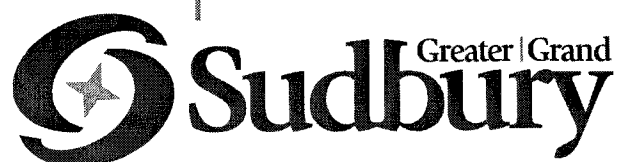
Business Plan 2002

**Economic
Development
and Planning
Services**

July 2002

The City of Greater Sudbury is a growing, world-class community bringing talent, technology and a great northern lifestyle together.

La Ville du Grand Sudbury est une communauté croissante de calibre international qui rassemble les talents, les technologies et le style de vie exceptionnel du Nord.





Business Plan 2002

Table of Contents

Executive Summary	
• Vision and Mission Statement	1
• Goals	2
Overview of Department Services and Functions	5
Internal and External Situation Assessment	
• Perceived Strengths and Opportunities	7
• Perceived Challenges	8
Goals, Planned Actions and Performance Measures	9
Resource and Financial Information	52



Executive Summary Vision and Mission Statement

The Economic Development and Planning Services Department is responsible for the ongoing development of the City of Greater Sudbury.

This year, the department will continue to focus its efforts on building one coordinated team in the newly merged areas of Economic Development and Planning Services. Our work will ensure that the public is served well from a planning perspective while we pursue every possible avenue for economic development.

Consistent with Council's number one stated priority, economic development, we will develop better public interfaces and processes to serve the development community, the entrepreneurial community, and the public at large so that no opportunity is missed to enhance the economic well being of our citizens.

Our work in the coming year will involve three main priorities:

- Continue to build an integrated Economic Development & Planning Services team to provide single window access to new business development, business retention or expansion
- Demonstrate both to our community and to the world that the City of Greater Sudbury is "Open for Business"
- Utilize technology to enhance service delivery

Vision

To make the City of Greater Sudbury the premier place in Canada to live, and to build a business.

Mission Statement

To provide efficient, effective, high quality planning and economic development services to existing and future residents of the City.

ECONOMIC DEVELOPMENT AND PLANNING SERVICES GOALS

Economic Development Services Section

Goal # 1 Regional Business Centre

Continue to offer educational opportunities and improve the depth and of educational and business support opportunities available to pre start-up and new businesses in the City of Greater Sudbury. In 2002, (15-20) educational opportunities, including clinics, seminars and special events, will be made available throughout the City of Greater Sudbury.

Goal #2 Regional Business Centre

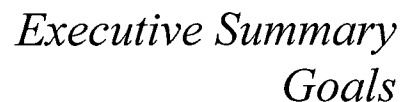
The Regional Business Centre will continue to increase awareness of their services in the areas of client consultations and general business inquiries. The Centre expects to handle 800 client consultations and approximately 6000 general business inquiries. Ensure that all Centre clients that start a business will receive a form of follow-up, (telephone or on site visit) quarterly in their first year of business. Centre will conduct 120 client site visits to newly developed businesses.

Goal #3 Tourism

To increase the number of partners by five (5) and the total partner dollar contribution by \$11 000 to the Sudbury Tourism Partnership.

Goal #4 Tourism

To continue the development of Greater Sudbury as a superior destination and focus on the Francophone tourism market through Quebec-based group tour operations, Sports Tourism market and preparation for Dynamic Earth.



To develop a policy for municipal support of conventions and events in the City of Greater Sudbury.

To create a comprehensive strategy to position Sudbury as a recognized destination for eco-adventure tourism. This strategy will build upon the strengths of Sudbury's re-greening successes, our experience with PEAT (Partners in EcoAdventure Tourism), the development in our area of two Signature Series Provincial Parks, Killarney and Spanish River, community trail and recreation groups, and the existing train service to White River.

Develop a comprehensive Economic Development and Planning Services Department web presence and ensure that it's up-to-date, maintained and all pertinent information for Economic Development is present.

To further develop and promote the objectives of Industry Canada's Community Access Program (CAP), throughout the City of Greater Sudbury, by establishing four additional CAP sites in the community in the case and to further build infrastructure, secure Connect Ontario funding.

Goal #9

Business Development

To research, identify, share and act on the opportunities that will present themselves as a result of the creation of the Northern Rural Medical School. Identify 3 target areas in medical sciences, qualify 4-6 company leads in the health care sector and attract two companies in this sector.

Goal #10

Business Development

Bring together community stakeholders and lead the initiative to educate citizens and businesses position Greater Sudbury as a “student friendly” community that values the economic contribution made by students and the youth of our community.

Goal #11

Business Development

Strategically identify and begin the pursuit of four (4) “sustainable” sectoral industries that Greater Sudbury can benefit from in the short and long term. Work to attract at least 2 companies in each of these industries (8) ; those potential sectors being technology, electronic manufacturing, health sciences, film/television industry.

Goal #12

Business Development

Conceive and develop a Fundamental Investment Kit for Greater Sudbury with the goal of attracting new wealth and creating employment by targeting specific companies and sectors, promoting the community, fostering a positive image and promoting current successes.

The Economic Development and Planning Services is mandated to promote the City of Greater Sudbury as a world centre for mining, information technology and telecommunications, and environmental technology. As a key business entry point to northern Ontario, Greater Sudbury is also recognized as a centre for education, tourism, health services, and government services.

From an economic development perspective, the Business Development Team will lead our effort to maximize every opportunity that is offered. They will accomplish this by:

- Attracting, brokering and facilitating new business development in the City of Greater Sudbury
- Working co-operatively within the Economic Development & Planning Services department to advance development proposals in an effective and efficient manner
- Working with existing business through a business retention and expansion program

In addition to the ongoing work of the Team, The Regional Business Centre delivers comprehensive support services to clients from within the City of Greater Sudbury in business start-up, growth and expansion through:

- Market Research and Business Planning Assistance
- Seminars/workshops/clinics
- Business Mentorship Program
- Young Entrepreneur Program
- Business Outreach and Visitation Program
- Primary & Secondary School Business Planning Competitions
- FedNor Business Plan Initiative



Business Plan 2002

Overview of Department Services and Functions

Finally, the Tourism, Partnerships and Programs area recognizes the potential of tourism for the City and also recognizes that in order to forward economic development, many other players in our community will have to be involved. This group will work with tourism partners to market Greater Sudbury to as a preferred destination for:

- Tourism
- Meetings
- Conventions
- Events

This area is also responsible for the administration and coordination of the many Community Development Corporations (CDC's) that exist to advance economic development.

The Planning Services Section ensures that the City of Greater Sudbury is planned and developed in accordance with good planning principles by providing the following services:

Community and Strategic Planning

Survey, Mapping and Geographic Information
Environmental Restoration
Long Range Planning

Development Services

Developmental Planning Services
Building Services
By-Law Enforcement

Social Housing Services

(Note: Social Housing responsibilities were transferred from the province to the City of Greater Sudbury on April 1, 2002, and has been established as part of the Planning Section)



Business Plan 2002

Internal and External Situation Assessment Perceived Strengths and Opportunities

In developing the business plan for the department, members of the department met to assess internal strengths and challenges as well as external opportunities and challenges. The strengths, opportunities and challenges noted below were used in the development of the goals and action plans described later.

1. Departmental personnel have multi-faceted skill sets, are adept at problem solving, are very experienced, and have expertise in interacting with the public of all levels.
2. The department has a history of being innovative.
3. The department's function is already single tier.
4. A willing partner in many corporate initiatives.
5. A pioneer with several digital applications.
6. A future oriented/visionary department.
7. Many functions are mandated by legislation.
8. High service standards already exist with a high level of direct customer contact.



Business Plan 2002

Internal and External Situation Assessment Perceived Challenges

1. Regional economy is not growing - the City's image is fixed from a geographic and community culture perspective.
2. Technological change is moving quickly and customers' expectations are growing as well - technological improvements are required to keep pace.
3. Resources are constrained - both operating and capital. At the same time, there are limits to taxation and user fee revenue.
4. Amalgamation of municipalities into the new City of Greater Sudbury.
5. Competing priorities within the municipal corporation.
6. The department does not always work in an integrated fashion.
7. Customers perceive that certain services are cumbersome and take too much time, that services need to be more accessible, and regulations are not enforced consistently.
8. Lack of common information systems and streamlined communication connections between commenting agencies.
9. Employees need to be more empowered and training is required.
10. Experienced employees will retire - need to ensure continuity.
11. Regional demographics are changing.
12. Regulatory nature and enforcement requirements of the department do not lead to a positive public image.

ECONOMIC DEVELOPMENT DIVISION

Regional Business Centre

Goal 1:

Continue to offer educational opportunities and improve the depth and of educational and business support opportunities available to pre start-up and new businesses in the City of Greater Sudbury. In 2002, (15-20) educational opportunities, including clinics, seminars and special events, will be made available throughout the City of Greater Sudbury.

Planned Actions:

- Survey will be conducted to assess the needs of current clients. Results will be used to determine which seminars and clinics to offer and any new materials that should be developed.
- New seminar development and delivery with assistance from the partners of the Centre.

Performance Measures:

- The diversity of the types of business sessions offered and the number of clients attending seminars and clinics at the Regional Business Centre.
- Client feedback on the Centre's ability to create and deliver workshops that address their business needs and assist them through the various stages of business development.



Business Plan 2002

Goals, Planned Actions and Performance Measures

Outcome:

- There are a number of skills that businesses have identified in the past as areas of weakness, including marketing and record keeping. By providing educational opportunities in these and identified other areas we help to ensure smarter business decisions and business stability. In the pre start-up stage, a better educated client means a client better prepared to make feasibility assessments and approach financial institutions.

Goal 2:

The Regional Business Centre will continue to increase awareness of their services in the areas of client consultations and general business inquiries. The Centre expects to handle 800 client consultations and approximately 6000 general business inquiries. Ensure that all Centre clients that start a business will receive a form of follow-up, (telephone or on site visit) quarterly in their first year of business. Centre will conduct 120 client site visits to newly developed businesses.

Planned Actions:

- Consultants will utilize the Contact Management program to manage client follow up process and reminder of appointments to keep track of issues discussed with clients.
- Clients will be encouraged to stay in contact with Centre staff to request various forms of business assistance.
- The Centre will continue to develop relationships with community organizations to develop referrals.
- Information sessions will be offered to "community touch points" such as the newly developed Citizen Service Centres
- Seminars will be offered in various communities throughout CGS.

Performance Measures:

- The number of clients successfully contacted and the number of on site visits conducted by each consultant will serve as the performance measure for this goal.
- The increase in client consultations and general inquiries when compared to 2001 will indicate if the Centre was effective.

Outcome:

- Better prepared entrepreneur and a more educated and informed business owner with comprehensive knowledge of the programs and services available to assist them in new business development.
- Regular contact from Centre staff will "focus the business owner to assess all areas of their business on a regular basis as well as provide them with access to business support opportunities and mentors if needed. This support mechanism is intended to increased the likelihood of their success.

Tourism

Goal 3:

To increase the number of partners by five (5) and the total partner dollar contribution by \$11 000 to the Sudbury Tourism Partnership.

Planned Actions:

- Identify and develop additional partnership relationships to enable smaller tourism-oriented businesses to participate in the partnership.
- Ensure opportunity is communicated to all potential partners.

Performance Measures:

- The success of the ability to increase the partners and contributions from 2001 which were 10 partners and \$60 000.

Outcome:

- An extended partnership which is more inclusive of all tourist operators which increases resources to market Sudbury as a superior tourist destination.

Goal 4:

To continue the development of Greater Sudbury as a superior destination and focus on the Francophone tourism market through Quebec-based group tour operations, Sports Tourism market and preparation for Dynamic Earth.

Planned Actions:

- Work with Destination Nord and local French language service providers to conduct familiarization tours and marketing for the Quebec market. Encourage other service providers to become acquainted with opportunities offered by French language market and consider enhancing services for this market.
- Partner with Science North to develop an appropriate campaign, targeted at leisure and group tour travellers. Approach provincial and federal partners to assist in this effort.
- Develop an aggressive campaign to raise the profile of Dynamic Earth in advance of opening
- Work with the local hospitality industry, sporting groups, and facility owners, (including the Citizen and Leisure Services Department of the City of Greater Sudbury), to determine how best to expand Sudbury's position in the Sport Tourism market
- Utilize the superior destination assessment tool developed by the Ontario government to determine Sudbury's current position.

Performance Measures:

- Establish benchmark for level of Francophone participation in Sudbury market. Track number of group tours from Quebec.
- Successful establishment of a pre-opening marketing program. Research to determine level of awareness for Dynamic Earth in key markets.
- Increase in securing sport tourism events in Sudbury market



Business Plan 2002

*Goals, Planned Actions
and Performance Measures*

Outcome:

- Recognition of Sudbury as destination for Francophone tourists, both individuals and group tours.
- Raised awareness of Dynamic Earth to increase attendance upon opening.
- Establishment of sport tourism strategy for Sudbury.

Goal 5:

To develop a policy for municipal support of conventions and events in the City of Greater Sudbury.

Planned Actions:

- After consultation with tourism partners, draft policy for consideration of GSDC Board and City Council. Following adoption of policy, establish application and assessment process and communicate to constituent group.

Performance Measures:

- Policy drafted and passed by GSDC Board and Council,

Outcome:

- Clear and consistent policy, supported by all departments of CGS, for convention support.

Goal 6:

To create a comprehensive strategy to position Sudbury as a recognized destination for eco-adventure tourism. This strategy will build upon the strengths of Sudbury's re-greening successes, our experience with PEAT (Partners in EcoAdventure Tourism), the development in our area of two Signature Series Provincial Parks, Killarney and Spanish River, community trail and recreation groups, and the existing train service to White River.

Planned Actions:

- Work with Ontario Parks, existing hospitality service providers, PEAT partners, and related community groups to assess opportunities and potential for eco-adventure tourism in Sudbury.
- Tap into resources offered by provincial and federal governments to build strategy and to stage workshops for local businesses on product development and packaging.
- Successfully host the EcoNorth Conference, February 7-10, 2002.
- Continue efforts to brand Sudbury as destination for eco-adventure tourism.

Performance Measures:

- Establish benchmark for eco-adventure tourism market in Sudbury.

Outcome:

- Enhance recognition of Sudbury as destination for eco-adventure tourism, especially for 2002, the United Nations International Year of EcoTourism.

Business Development / Technology

Goal 7:

Develop a comprehensive Economic Development and Planning Services Department web presence and ensure that it's up-to-date, maintained and all pertinent information for Economic Development is present.

Planned Actions:

- Work with IT and communications on the development of the site and ensure staff can update their sections as required.
- Work with community partners to gather, compile, and track statistical information.

Performance Measures:

- Ability to maintain current and relevant content.
- Ability to produce a complete, professional web presence that encourages economic development and assists citizens in doing business within our community.

Outcome:

- A comprehensive web site that better meets the needs of business, citizens and promotes future investment.

Technology

Goal 8:

To further develop and promote the objectives of Industry Canada's Community Access Program (CAP), throughout the City of Greater Sudbury, by establishing four additional CAP sites in the community in the case and to further build infrastructure, secure Connect Ontario funding.

Planned Actions:

- Develop an inventory of existing CAP sites all mapped using a GIS application.
- Develop GIS application and web enable.
- Assist in tendering process for hardware/software and network services for the additional 4 CAP sites.
- Provide consultation services/technical support/recommendations to the additional CAP sites.
- Assist the new CAP sites in the development and implementation of operational policies

Performance Measures:

- Successful set-up of four additional CAP sites.
- Connect Ontario business plan created and funding secured.
- Comprehensive inventory of CAP sites, mapped and web enabled.

Outcome:

- Progressive development of the CAP project for Greater Sudbury through the elimination of existing community gaps.

Business Development

Goal 9:

To research, identify, share and act on the opportunities that will present themselves as a result of the creation of the Northern Rural Medical School. Identify 3 target areas in medical sciences, qualify 4-6 company leads in the health care sector and attract two companies in this sector.

Planned Actions:

- Visit and meet with representatives from other medical schools in London, Hamilton, Ottawa and Montreal to gain insight into the anticipated public and private sector opportunities of a medical school.
- Share findings with the community on the potential opportunities available
- Speak to companies medical related and others and present the medical school as a business recruitment tool for Greater Sudbury as a place to do business
- Work with site selectors and ambassadors (former Sudburians) who are able to assist in making business contacts in the sector

Performance Measures:

- Businesses from within and outside CGS begin and/or expand their operations to take advantage of opportunities in the health sciences sector
- Short and long term strategy developed for optimal leverage of medical school

Outcome:

- Greater Sudbury prepared and positioned to commercialize activity in the medical products and services sector
- Development of the commercial health sciences sector to benefit CGS in the short and long term

Goal 10:

Bring together community stakeholders and lead the initiative to educate citizens and businesses position Greater Sudbury as a “student friendly” community that values the economic contribution made by students and the youth of our community.

Planned Actions:

- Education and awareness campaign which would recruit merchant support, citizen recognition and student involvement.
- Encourage merchants that sell to students to offer additional incentives
- City sponsored “Greater Sudbury Bus Tours” organized to welcome out of town students to the City
- Establish a Youth Strategy Advisory Panel
- Work with post-secondary partners to integrate image-building and recruitment strategies
- Determine what opportunities may be available with existing Greater Sudbury businesses (part of visitation/inventory process).
- Determine what skills new companies interested in Greater Sudbury are looking for in new graduates in order to convince them to invest in Sudbury and create new opportunities for youth.
- Work with post-secondary institutions to address enhancement to curriculums (if any) to develop new courses/diplomas to respond to a changing marketplace.
- Market our post-secondary institutions and the availability of a young, well educated, affordable workforce.



Business Plan 2002

Goals, Planned Actions and Performance Measures

Performance Measures:

- Level of participation by students, merchants and citizens in the “sticker” awareness campaign. Visibility of the “branding product” throughout the community.
- Identify the number of graduates working or starting businesses in Sudbury.
- Number of employers that have chosen to hire an employee that is considered a youth

Outcome:

- Raise awareness of local business owners of the impact youth have on Greater Sudbury’s economic, social and cultural profile
- Lower youth out migration (lead to in migration)
- Increase enrollment at local post-secondary institutions
- Increase workforce participation rate in the 19 - 35 age group

Goal 11:

Strategically identify and begin the pursuit of four (4) “sustainable” sectoral industries that Greater Sudbury can benefit from in the short and long term. Work to attract at least 2 companies in each of these industries (8) ; those potential sectors being technology, electronic manufacturing, health sciences, film/television industry.

Planned Actions:

- Opening of the Technology Business Incubator
- Agreement with Nickel Basin Federal Development Corporation to create a \$1 million fund for technology business development
- Develop a relationship and arrange for visits from a Venture Capital Group in CGS
- Pursue outside company opportunities in the Bio-Technology sector
- Inventory/database of our current industries and sectors and examine opportunities in relation to our strengths.
- Work with local business to assist us in identifying opportunities for sector specific growth.
- Continue to work in the area of export development internally with local businesses and through strategic relationships with countries such as our German market.
- Visitations and pro-active solicitation of prospective companies.
- Work with Music & Film in Motion (MFM) to develop inventory of potential locations within CGS and network with industry contacts.
- Develop annual “Industry Centre” with MFM and Cinefest.
- Rejuvenate the Global Ambassador Program and profile partners and successes



Business Plan 2002

Goals, Planned Actions and Performance Measures

Performance Measures:

- Focussed and comprehensive business recruitment strategy that is long term in vision.
- Contact with 20 companies in our effort to attract them to CGS.
- Completion of film location presence.
- Number of new businesses attracted and their job creation data
- Available capital for high risk, emerging growth companies in CGS
- Securing of tenants for the Technology Business Incubator
- Venture Capital Group willing to vet CGS proposals

Outcome:

- Expansion of current markets and attraction of new value added companies which will assist our diversification efforts.
- Expand manufacturing base in CGS which leads to long term job and wealth creation
- Export development by companies, joint venture opportunities identified with companies in Germany and other countries.
- Develop a network of ambassadors (former Sudburians) in the GTA who commit to generating potential business leads.
- Community provides necessary infrastructure to support the development of emerging growth firms who in turn create wealth and employment in CGS

Goal 12:

Conceive and develop a Fundamental Investment Kit for Greater Sudbury with the goal of attracting new wealth and creating employment by targeting specific companies and sectors, promoting the community, fostering a positive image and promoting current successes.

Planned Actions:

- Perform an inventory of existing businesses in Greater Sudbury (who is out there and what do they do) in order to identify our strengths and weaknesses (market niches)
- Produce a database of retail, commercial, industrial and institutional land and space available throughout Greater Sudbury
- Undertake study of our strengths and weaknesses versus other competitive municipalities (North Bay, Barrie, Timmins, etc.)
- Utilize existing contact management software in order to maintain database, facilitate attraction and expansion efforts, identify successes, strengths and weaknesses and improve effectiveness of the Business Development Team
- Analyze and organize all data in order to produce the Fundamental Investment Kit, which will include a comprehensive community profile, industrial and commercial land inventory, a business directory containing sector specific ads and profile of local successes, economic development strategy, and other pertinent information (education training, medical).
- Develop and produce high quality business directory (partnership with FedNor or Chamber).



Business Plan 2002

Goals, Planned Actions and Performance Measures

Performance Measures:

- Attract value-added companies to Greater Sudbury that create new wealth and employment, expand current markets, promote Sudbury and foster a positive image.
- Number of business related received as a result

Outcome:

- Increased media presence and greater awareness of positive economic development activity
- Creation of comprehensive and effective marketing tool (Investment Kit)
- Dramatically shorten staff response time (open for business, no red tape)
- Creation of new business clusters in Sudbury
- Increased competitiveness and profitability of existing businesses
- Increased participation rate in Sudbury workforce
- Long-term employment and new wealth
- Lower youth out migration and attract new professionals and tradespeople (lead to in migration)
- Increase enrollment at local post-secondary institutions

PLANNING SERVICES DIVISION

Building Services

Goal 1:

Digitize the field inspection process and harmonize with existing management information process to improve customer interaction through the Building Permit process as it relates to field inspections undertaken.

Planned Actions:

- Field staff to be trained to utilize field inspection upgraded software (Inspector Plus) and hardware (hand-held Pen system).
- Develop workstations for field and office. Improve field staff interaction with design professionals, developers, and in-house staff.
- Implement full rollout and fine tune software to accommodate suggested field improvements.

Performance Measures:

- Fully functioning digital field data retrieval system in place by the first quarter of the year 2002.

Outcome:

- Better service to our Building Permit customers.
- More efficient turnaround of Occupancy Permits for new residential homes.



Business Plan2002

Goals, Planned Actions and Performance Measures

Goal 2:

Upgrade existing Planning and Development internet web site with commonly asked questions and answers to Building Code matters.

Planned Actions:

- Request front line staff to document questions received on a day-to-day basis into an e-mail address and assign one staff member to correlate these questions and answers.
- Prepare formal question and answer format including any appropriate illustrations for review by Information Technology.
- Fine tune questions and answers based on Information Technology's input and place on internet.

Performance Measures:

- Correlation and draft of questions and answers by June 1, 2002.
- Formal question and answer format with illustrations submitted by August 1, 2002.
- Internet site upgraded by September 1, 2002.

Outcome:

- Increased public satisfaction with information provided through the internet site.
- Increased efficiency for Building Services manpower resources based on reduced time spent answering questions over the phone.

Goal 3:

Establish an electronic approval system as part of the Building Permit issuance process for the City of Greater Sudbury (CGS) between the Sudbury District Health Unit and the CGS Building Services Section.

Planned Actions:

- Meet with the Sudbury District Health Unit establish a process, procedure and internet service interface, including electronic plans scanning capability.
- Develop workstations for office staff to accommodate the process.
- Consult with the development industry for input on the proposed process.

Performance Measures:

- Fully functioning electronic approval system with the Sudbury District Health Unit.

Outcome:

- Better service to our Building Permit customers.
- Improved turnaround times for Building Permit issuance.

By-Law Enforcement Services

Goal 1:

Meet with Ad Hoc Committee formed by Council to develop an Animal Control By-Law.

Planned Actions:

- Meet with Special Interest Groups, Legal Department, Council and other members of the public to review draft Animal Control By-Law.
- Review concerns and opinions expressed by the public at earlier public meeting.

Performance Measures:

- New by-law drafted and presented to Council for approval.
- Implementation of new Animal Control By-Law throughout 2002.

Outcome:

- Public satisfaction with new Animal Control By-Law.
- Stay within budget and provide service at no added cost to taxpayers.



Business Plan 2002

Goals, Planned Actions and Performance Measures

Goal 2:

Once Animal Control By-Law is passed by Council the tendering process will begin for Pound Services and possibly Animal Control Services.

Planned Actions:

- Working with Purchasing Services and the Legal Department, a draft R.F.P. will be developed by By-Law Services.
- Review Animal Control Services and develop a service that best serves the public.

Performance Measures:

- Stay within budget all the while providing a quality service.
- Citizens and Council satisfaction with service.

Outcome:

- Provide Animal Control with Municipal Staff while contracting Pound Services.
- Approval of Veterinarian Association and Special Interest Groups of service provided.

Goal 3:

Provide in-house training as well as course training to new officers to develop multi-skilled By-law Officers.

Planned Actions:

- New staff will be offered courses dealing with By-Law Administration and Enforcement.
- Current staff will assist with in-house training.

Performance Measures:

- Implemented immediately upon hire.
- Courses will be offered throughout 2002.

Outcome:

- By-Law Officers require training in many facets of Municipal Law Enforcement, i.e. Property Standards, Building Code Act, Zoning.
- Trained Officers offer a more efficient and quality service to citizens.

Community and Strategic Planning

Goal 1: OFFICIAL PLAN

Consolidate Official Plan for the Sudbury Planning Area and Secondary Plans to a single document.

Planned Actions:

- Prepare a terms of reference for the Official Plan consolidation and obtain concurrence from Ministry of Municipal Affairs and Housing for approach.
- Prepare Call for Proposals for consultant.
- Undertake consultant selection process.
- Provide assessment and quality control of deliverables provided by consultants.

Resources Required:

- Two planners to oversee consultant.
- Cartographic support to prepare mapping.
- \$160,000 as allocated by Transition Board.

Approvals Required:

- Council approval of project.
- Ministry of Municipal Affairs and Housing concurrence with approach.
- Ministry of Municipal Affairs and Housing approval of final consolidated Plan.



Business Plan 2002

*Goals, Planned Actions
and Performance Measures*

Performance Measures:

- Terms of Reference completed by end of February 2002.
- Calls for Proposals prepared and issued by end of March 2002.
- Consultant selection by the end of April 2002.
- Project completion and Plan adopted by October 2003.

Outcome:

- The consolidation of existing Official Plan policies into a single Official Plan document.

Goal 2 LAKE WATER QUALITY INITIATIVE

To continue the start-up and development of the City's lake water quality initiative by expanding public involvement and the distribution of lake water quality information and by further refining water quality sampling.

Planned Actions:

- Establish Greater Sudbury Lake Improvement Advisory Panel (GSLIAC).
- Confirm Terms of Reference for GSLIAC.
- Facilitate establishment and development of stewardship committees through providing educational material and providing opportunities for water quality sampling/testing by groups.
- Display 2001 lake water quality sampling program data on website.
- Plan 2002 lake water quality sampling/testing program.

Resources Required:

- Lake Water Quality Co-ordinator.
- 2002 operating budget.
- IT support for website improvements and maintenance.

Performance Measures:

- Establishment of GSLIAC by end of January 2002.
- Confirmation of Terms of Reference of group by end of March 2002.
- Meet with seven stewardship groups for input/education by end of September 2002.
- Document the establishment of new stewardship groups in 2002.
- Enhance level of information on lake water quality website by end of December 2002.
- Complete 2002 water quality survey.



Business Plan2002

*Goals, Planned Actions
and Performance Measures*

Outcome:

- A broader Living with Lakes program incorporating additional lake water quality data, better liaison with stewardship groups and a formal public advisory panel.

Goal 3: RAMSEY LAKE COMMUNITY IMPROVEMENT PLAN IMPLEMENTATION

Implement the Policies and Programs of the Ramsey Lake Community Improvement Plan.

Planned Actions:

- Establish the Ramsey Lake Advisory Panel (RLAP).
- Develop a Terms of Reference for the RLAP.
- Identify and prioritize potential actions for the RLAP.
- Investigate and plan naturalization of former Sudbury Canoe Club site.
- Investigate opportunities to improve quality of storm water runoff to Ramsey Lake.

Resources Required:

- Partnership with Leisure Services.

Performance Measures:

- Establishment of Ramsey Lake Advisory Panel by end of January 2002.
- Completion of Terms of Reference by end of April 2002.
- Identification and prioritization of potential action for RLAP by end of September 2002.
- Identification of opportunities for improving storm water runoff by December 2002.
- Completion of plan for naturalization of the Sudbury Canoe Club by May 2002.

Outcome:

- A concerted approach to protecting Ramsey Lake and addressing land use issues within its watershed.

Environmental Initiatives

Goal 1:

Continue to promote environmental initiatives in the City of Greater Sudbury to promote a healthy natural environment for residents through the restoration and protection of air land and water.

Planned Actions:

- regreening of industrially damaged landscape
 - rehabilitate acidic soils
 - reforest barren lands
- urban environmental initiatives
 - develop strategies to improve urban street tree planting
 - complete research projects on urban street tree specie survival
 - create a 5-year Urban Street Tree Planing Plan
 - create a data base of urban street trees via GIS
- communication/marketing of local land reclamation/environmental expertise
 - create an interactive, participatory web page
 - complete a marketing study for transfer of environmental expertise
 - continue to promote Sudbury's environmental achievements locally and internationally

Performance Measures:

- number of hectares of land “reclaimed”
- number of trees planted on reclaimed lands
- completion of a 5 - year Urban Street Tree Planting Plan
- completion of an interactive Web page

Outcome:

- creation of a healthier more pleasing and attractive community
- a positive image for the community both locally, nationally and internationally
- creation of an environmentally friendly community.

Geographic Information, Surveys and Mapping Section

Goal 1: Street Map Plus

Create a web application for the City of Greater Sudbury Street Map for Intranet and Internet use. The product will be directly based on the Mapbook and Geocode Street Guide format allowing searching for location on the maps by street name or feature.

NOTE 1: The basic map will have the streets, railroad, major water, municipal boundaries and township fabric. Additional features will be Ward and Poll boundaries, Municipal service centers, fire stations, depots, hospitals, clinics, police station, schools, pools, playgrounds, arenas, airport, helipads, Control stations and bench marks, etc. With the use of the AutoDesk Whip Explorer Plug-in, all of these separate items can be added on layers which can be turned on and off by the user.

Planned Actions:

- Complete the amendments/additions to the basic digital street map and the street names database.
- Build the digital files necessary for serving up the map.
- Package the application for initial CD distribution to Service Centers, Departmental front desks and key personnel for use and evaluation.
- Install the application on the municipal Intranet server for access by all City departments.
- Install the application on the City of Sudbury web site for use by the public.



Business Plan 2002

Goals, Planned Actions and Performance Measures

Resources Required:

- IT services must be available for formatting the web application to City standards and finding space and resources on the Intranet and Internet servers.

Performance Measures:

- Completion of CD application by the end of February, 2002
- Availability of the application on the Intranet/Internet after a period of testing - initially a month should be enough. This is totally dependent on IT.

NOTE 2: The hard-copy Mapbook will be a direct by-product of this process for those without computers in the field or others without Internet access.
A second direct by-product is the creation of the long-term data files for the full GIS.

Goal 2:

Zoning Maps Plus

Create a web application for the City of Greater Sudbury Zoning Maps for Intranet and Internet use. This product is a direct digital copy of the maps contained in the Zoning By-Laws.

NOTE 1: With the use of the AutoDesk Whip Explorer Plug-in, the maps appear in a WYSIWYG (What-you-see-is-what-you-get) printable format.

Planned Actions:

- Scan all 694 Zoning Maps in grey-scale tiff format for exact document archival preservation.
- Convert the maps into the bi-tonal (black & white) tiff form necessary for AutoCAD maintenance editing and document printing.
- Package the application for initial CD distribution to Service Centers, Departmental front desks and key personnel for use and evaluation.
- Install the application on the municipal intranet server for access by all City departments in conjunction with a PDF copy of the By-Law text.
- Install the application on the City of Sudbury web site for use by the public.

Resources Required:

- IT services must be available for formatting the web application to City standards and finding space and resources on the Intranet and Internet servers.



Business Plan 2002

Goals, Planned Actions and Performance Measures

Performance Measures:

- Completion of CD application by the end of March, 2002
- Availability of the application on the Intranet/Internet after a trial period. This is totally dependent on IT.

NOTE 2: Efficient hard-copy Zoning Map printing will be a direct by-product of this process. A second direct by-product is the creation of the interim and long-term data files for the full GIS.

Goal 3: Property Mapping Plus

Planned Actions:

- Clean all Assessment Roll numbers on the vectorized assessment maps to complete and bring them up to date.
- Add any parcel fabric missing from the original files or changed since the initial scanning and vectorization. Fill in all the Roll numbers.
- Proceed with the systematic maintenance and spatial tightening of the digital parcel map.
- Link the mapped parcel polygons with the Assessment database through the Roll numbers using Autodesk Map software.
- Have a MapGuide GIS application prepared to utilize the property map and Assessment data in conjunction with other linked data i.e. zoning, ortho-imagery, flood mapping.

Resources Required:

- Staffing (replacement and assignment) of key positions in the Section is critical to the success of this process.
- Timely cooperation with IT is also critical. IT services must be available for creating/serving the MapGuide web application on the Oracle server.

Performance Measures:

- Roll No. cleaning to be done by the end of April, 2002
- Parcel fabric cleanup target is the end of July, 2002
- Linkage testing will parallel the fabric cleanup.

NOTE : This is a major step in the creation of the long-term data files for a comprehensive GIS.

Development Services

Goal 1:

Continue to promote the City of Greater Sudbury as a community that is open to development opportunities through fast and efficient development processes, as well as easy access to local regulations and local information electronically on a 24/7 basis.

Planned Actions:

- continued development of applicant guides for development processes
 - rezoning guide
 - Official Plan Amendment guide
 - subdivision guide
 - condominium guide
- planningsudbury.com
 - further development and maintenance of the “projects” section of the web-site to provide information on new and upcoming development projects to promote the vitality of the community
 - development of on-line access to municipal zoning by-laws, both text and maps to allow the public and development community quick and easy access to municipal land use regulations and mapping for the entire City of Greater Sudbury.
- further development of the department’s digital database program through the addition of databases for rezoning, Official Plan Amendment and subdivision applications to provide additional efficiencies within the Corporation by improving access to application data and allowing the submission of responses to requests for application comments directly into the database.

Performance Measures:

- completion of applicant guides for development processes
- establish a protocol to update web-site's "projects" section on a monthly basis
- complete the placement of the former City of Sudbury Zoning By-law text and maps on the web-site, to be followed by the remainder of our Zoning By-laws
- complete the construction of the development applications database

Outcome:

- reduction in the number of inquiries responded to by section's staff as information becomes available on-line
- possible further reductions in application processing time through improvements associated with database development
- promotion of the open for business atmosphere through all of the section's various roles.

Housing Services Section

Goal 1:

To establish the Housing Services Section as a viable entity within the Planning Services Division/Economic Development and Planning Services Department.

Planned Actions:

- complete staffing process
- secure permanent office space at TDS and establish office setting maximizing provincial grant dollars
- provide learning environment to assist staff in familiarizing themselves with internal processes, new legislation/regulations, program admin procedures, client workload, client needs
- map out admin processes

Performance Measures:

- staff hired and in place
- permanent office space designed and occupied
- staff training plans in place
- training proceeding as per training plan
- initial policy and process manuals in place

Outcome:

- Housing Services Section operational and ready to begin fulfilling its mandate.



Business Plan 2002

Goals, Planned Actions and Performance Measures

Goal 2:

To provide education/orientation to related CGS departments and council regarding the CGS role in administering and delivering social housing programs.

Planned Actions:

- prepare general orientation materials suited for staff, council and general public
- distribute/deliver materials to clients in a timely manner
- follow-up with clients as required

Performance Measures:

- materials researched and available by the end of the 1st quarter
- materials distributed in a timely fashion

Outcome:

- Staff/council able to respond to basic inquiries and know to refer program/policy questions to Housing Services Section.

Goal 3:

Establish a positive rapport/working relationship with local housing providers and establish a framework for the Housing Services Applicant Registry.

Planned Actions:

- meet with all CGS housing providers
- consult with all housing providers regarding their training/orientation needs with respect to new legislative framework, policies and CGS requirements
- prepare and deliver training/orientation based on identified needs
- consult with providers regarding new registry requirements and processes
- investigate registry software options
- prepare final registry plan for approval

Performance Measures:

- meetings with housing providers documented
- orientation sessions held
- housing provider consultation completed
- registry software purchased, tested and in place
- final registry proceeding as per training plan

Outcome:

- Smooth transition from Provincial program administration to CGS program administration. New housing registry ready for implementation.



Business Plan 2002

Goals, Planned Actions and Performance Measures

Goal 4:

Administer and monitor LHC ensuring all program requirements are met.

Planned Actions:

- prepare and establish LHC/CGS Shareholders Agreement
- implement Shareholders Agreement
- establish an operational review schedule
- perform reconciliation of LHC financial statement
- reconcile LHC subsidy
- review and approve 2002 LHC budget
- monitor LHC performance and advance monthly subsidy
- maximize provincial funding dollars

Performance Measures:

- shareholders Agreement executed and implemented
- LHC 2002 budget approved
- LHC subsidy reviewed and properly reconciled
- LHC subsidy processed in a timely manner
- provincial dollars maximized

Outcome:

- Housing Services Section can confirm that the LHC is meeting its obligations under legislation/regulations, budget and the Shareholders Agreement. The maximizing of provincial dollars minimizes funding pressures on the CGS.

Goal 5:

To ensure the CGS meets its social housing legislative/regulative obligations.

Planned Actions:

- temporary agreements regarding the completion of RGI calculations and tenant selection are prepared and executed with all housing providers
- continue membership and on-going participation in Ontario Regions Social Housing Working Group and other committees
- continue positive on-going dialogue with MMAH
- timely completion of Service Manager Annual Information Return
- housing provider subsidies provided in a timely manner
- projects in difficulty identified early and action plans put in place in a timely fashion

Performance Measures:

- MMAH accepts Service Manager Annual Information Return
- MMAH and other Service Managers continue to rely on CGS staff as a resource for policy and implementation issues
- positive participation in Service Manager social housing forums

Outcome:

- Housing Services Section remains well connected to MMAH and other social housing stakeholders permitting the free exchange of issues and best practices.



Business Plan2002

Resource and Financial Information

See the
Current Budget
for Details