

City of Greater Sudbury

# STRATEGIC PLAN

2012 - 2014



Shaping Our City's Future





# Message from Mayor Marianne Matichuk

## Changing The Way For Our Future

**L**ast year I invited Council to gather together to discuss our priorities and commitments and to take a look at where we want to see Greater Sudbury today and in the future.

We came from those meetings with the understanding that we want to work together to see our City move forward. Create jobs and opportunities so our young people don't move away, diversify tourism, enhance our infrastructure including working with the private sector to assist with building a multi-use centre. Throughout the discussions it was evident that we all have a sense of pride for our community and our image. We agreed that there is more work to be done on enhancing our image and letting the world know that Sudbury has grown and changed and Greater Sudbury is a healthy, green community full of opportunities.

I want to thank Council and our Senior Management Team for their participation in making our priority sessions a reality and to our volunteer guest speaker Mr. David Tsubouchi and moderator Karen Gordon who led us through this collaborative approach.

As we see these projects and ideas come to fruition we can be proud of the work that we have done. Together we can ensure that Greater Sudbury is the best place to live, the best place to work and the best place to play.

**Thank you | Merci**



# Mayor and Council



Mayor/Mairesse  
Marianne Matichuk



Ward/Quartier 1  
Joe Cimino



Ward/Quartier 2  
Jacques Barbeau



Ward/Quartier 3  
Claude Berthiaume



Ward/Quartier 4  
Evelyn Dutrisac



Ward/Quartier 5  
Ron Dupuis



Ward/Quartier 6  
André Rivest



Ward/Quartier 7  
Dave Kilgour



Ward/Quartier 8  
Fabio Belli



Ward/Quartier 9  
Doug Craig



Ward/Quartier 10  
Frances Caldarelli



Ward/Quartier 11  
Terry Kett



Ward/Quartier 12  
Joscelyne  
Landry-Altman

# Executive Summary

The strategic plan 2012-2014 reflects the vision, mission and values of the City of Greater Sudbury.

The strategy will take merging opportunities will continue to enable great things to happen in Sudbury. The focus and intention of Council and the City toward key priorities will contribute to great outcomes for citizens and the community as a whole.

## **The 2012-2014 Priorities of City of Greater Sudbury Council are:**

### **1) Infrastructure**

- Maley Drive
- Industrial Lands
- Ranking of Roads for Investment
- Master Plan Water and Wastewater

### **2) Growth and Jobs**

- Development Opportunities i.e. Ferrochrome Processing Refinery
- Minimizing Red Tape for Developers/Development
- Promotion of Trades

### **3) Image**

- Community Profiling
- Rock of Fame
- Enhancing Communications

### **4) Tourism**

- Increased Multi-Use Space, Convention Centre
- Tourism Tagline
- Amphitheatre
- Bud Car/Tourism Train
- Motorsport Park

### **5) Healthy Community**

- Promoting Sudbury as a Healthy Community
- Therapeutic Pool



# Message from CAO Doug Nadorozny

This document is a plan for the next two and a half years but, more than that, it is a promise from the past and a vision of our future. All actions contained in this strategic plan are in line with our organization's vision, mission and values. The principles on which these actions are based are principles that we have been proudly supporting for many years: environmental sustainability, infrastructure renewal, a positive economic environment and a healthy community.

Thank you to the dedicated staff who took Council's vision and developed a road map to guide us through the next several years. The actions we will take in support of Council's vision are achievable. I know each and every one of us is working, every day, on many projects that will shape our city's future. I look forward to making each goal a reality with you.

**Doug**



# The City

Greater Sudbury is centrally located in Northeastern Ontario at the convergence of three major highways. It is composed of a rich mix of urban, suburban, rural and wilderness environments.

It is also a vast community - the City is 3,267 square kilometres in area, making it the geographically largest municipality in Ontario and second largest in Canada. The City of Greater Sudbury is a regional centre, serving residents from across Northeastern Ontario. The City of Greater Sudbury is a community of communities which reflects historic settlement patterns and has resulted in a low (or enviable) population density when compared to other municipalities. The municipality is responsible for providing services across a geography many times

the size of a southern Ontario municipality. Greater Sudbury is also a multicultural and truly bilingual community - over 27 percent of people living in the City reported French as their mother tongue in 2006. Almost 39 percent of people identify themselves as being bilingual. Italian, Finnish, German, Ukrainian and Polish are the top five non official languages spoken in the City. More than 6 percent of people living in the City are First Nations.

# Guiding Principles

## Vision

A growing, world-class community bringing talent, technology and a great northern lifestyle together.

## Mission Statement

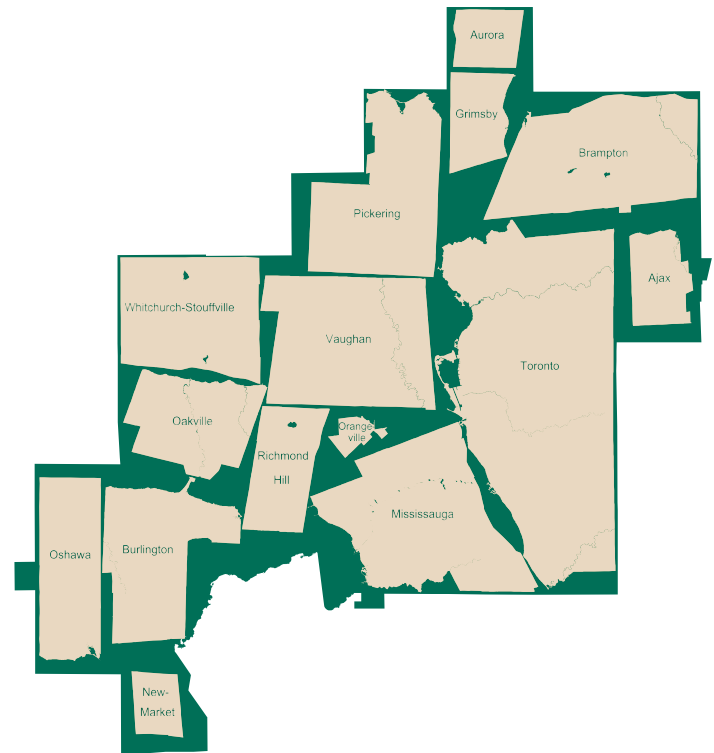
We provide excellent access to quality municipal services and leadership in the social, environmental and economic development of the City of Greater Sudbury.

## Values

### **As stewards of the community, we:**

- provide high quality service with a citizen focus
- manage the resources in our trust efficiently, responsibly and effectively
- encourage innovation and accepting risks
- maintain honest and open communication
- create a climate of trust and a collegial working environment
- act today in the interests of tomorrow

### **Greater Sudbury in relation to Southern Ontario Cities**







# Environmental Influences

Four key planning documents that guide the strategic thinking of the City are:

**Healthy  
Community  
Strategy**

**Official Plan**

**Long Term  
Financial Plan**

**Coming of Age in  
the 21<sup>st</sup> Century -  
Digging Deeper**



## Opportunities

- Northern Growth Plan
- Partnerships and leveraging opportunities
- Private sector growth and investment in the community (job creation)
- Global economic engagement
- Resource rich economy and environment
- Social inclusion and accessibility priorities
- Public participation and engagement
- Social media
- Environmental stewardship
- Human services integration
- Business intelligence – analytics and infrastructure
- New investment and human capital
- Vibrant Francophone and First Nation populations
- Strategic use of financial resources and assets
- Green initiatives and energy efficiencies
- Regionalization of sports, tourism and health

## Business Continuity

The action items identified as supporting the strategic priorities of Council 2012-2014 complement the continuous business and community development direction of Council throughout their term. Other large-scale initiatives are underway, including the Downtown Master Plan, the redevelopment of Market Square, a new biosolids facility and a new School of Architecture. A staff of over 3000 individuals apply their talent, technology and skills to supporting Council in its strategic direction.



# Toward Fiscal Sustainability

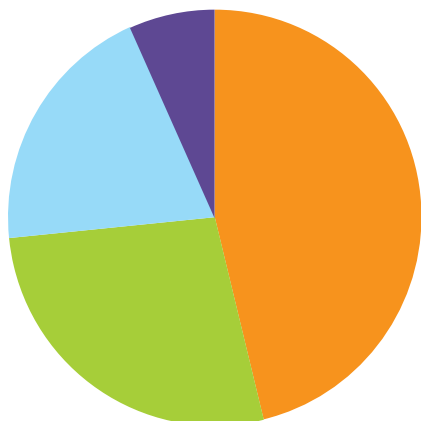
The City of Greater Sudbury's municipal budget rests on building blocks for fiscal sustainability: revenues to match expenses, capital renewal, preservation of municipal services, and moderate levels of property taxation. With a low debt load, the City has a healthy financial position.

The City manages an operating budget of \$486 million, which is dedicated to day-to-day operations, including programs and services in more than 30 diverse sectors.

The City's capital budget of \$96 million is dedicated to one-time expenditures and projects such as road construction, recreation facilities, building upgrades, equipment renewal and replacements.

## 2012 Operating Budget

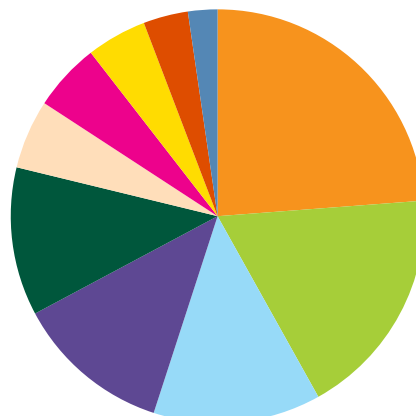
### Revenue



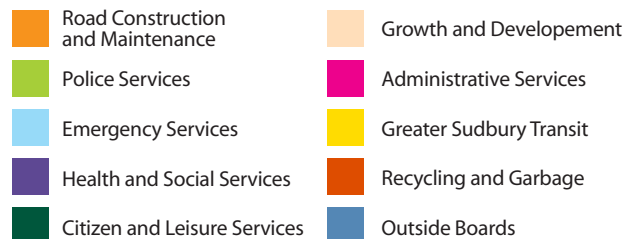
\$486,187,163



### Expenditures

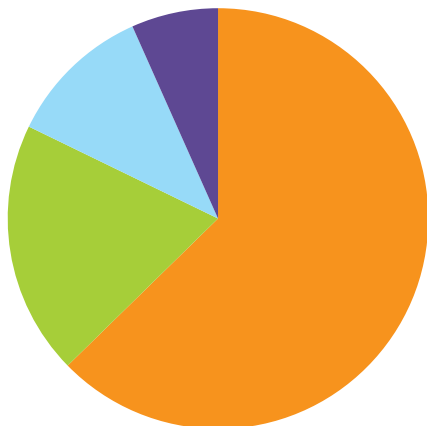


\$486,187,163

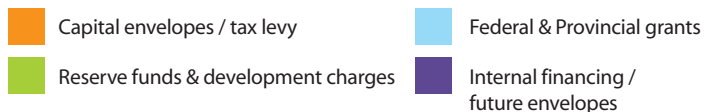


## 2012 Capital Budget

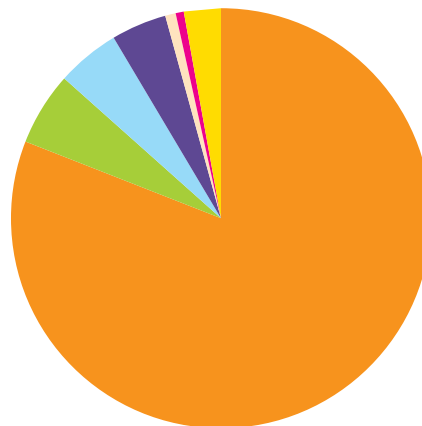
### Funding Sources



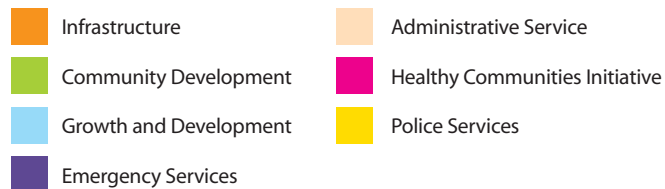
\$95,814,618



### Allocation



\$95,814,618







# Priorities of Greater Sudbury City Council

In the summer of 2011, Greater Sudbury City Council held a visioning session to set the priorities for the 2010-2014 term of Council. Five priorities were identified, infrastructure, growth and jobs, image, tourism, and healthy community. Projects and associated actions are identified with each of Council's priorities.

## Priority #1: Infrastructure

**The City of Greater Sudbury encompasses the largest area of any municipality in Ontario, covering 3,627 square kilometres. This widespread and geographically diverse service includes 3,560 lane kilometres of road – which, end to end, would more than cover the distance to Atlanta, Georgia.**

Greater Sudbury City Council allocates funding through its capital envelopes to develop and maintain the necessary infrastructure that will promote economic growth and meet the social

needs of residents. There is a widespread recognition that, as in all communities in Northeastern Ontario, aging infrastructure poses significant challenges to municipalities who must repair and maintain it. Of the \$96 million capital budget, almost \$37 million is dedicated to capital road investments.

**The four main projects to support infrastructure as a priority in the next two years are:**

- Maley Drive extension;
- Preparation of industrial lands for development;
- Ranking of roads that require investments; and
- Master Plan water and wastewater

**The City of Greater Sudbury has committed to the following projects and actions:**

Maley Drive	Industrial Lands	Ranking of Roads for Investment	Master Plan Water and Wastewater
Continue to lobby for Provincial/Federal Funding contributions and secure debt financing for City share	Seek cost-sharing opportunities with Federal and Provincial partners	Complete Official Plan Review and Transportation Study	Finalize and implement the 10-year Master Plan for Water Wastewater and seek and funding at provincial and federal level
Complete last 10% of detail design	Identify funding strategy for City share toward priority areas	Complete Roads 10-year Financial Plan and include maintenance and growth-related costs in roads capital financing plan	Consult with stakeholders including Source Water Protection Group
Continue property acquisition and utilities relocation	Continue consultation with stakeholders	Identify funding strategies toward roads redevelopment which leverage growth initiatives i.e. Industrial Land Strategy	Update priority list for water and wastewater extensions and funding strategy
Communicate Maley Drive initiative and link to other City Initiatives i.e. Sustainable Mobility Plan	Implement Industrial Lands Strategy with focus on priority areas, i.e. environmental assessments		Prepare cost-sharing plan with property owners of South Shore of Lake Ramsey

## Priority #2: Growth and Jobs

**The City of Greater Sudbury is well positioned for growth and is actively pursuing a number of large projects which have the potential to significantly impact growth.**

**Greater Sudbury City Council has spoken to a need to focus on three key projects to leverage the community's growth potential:**

- Development opportunities
- The minimization of "red tape" for developers/development; and
- The promotion of trades

**The City of Greater Sudbury has committed to the following projects and actions:**

Seek Development Opportunities i.e. Ferrochrome Processing Refinery	Minimize "red tape" for developers/development	Promote Trades
Negotiate opportunities	Continue to develop a one stop shop – fast track system with customer service training, multi skilled front line staff and implementation of project management tools and software i.e. risk management, GHANT charting and updated site plan guide	Partner with Greater Sudbury Development Corporation, Greater Sudbury Chamber of Commerce and key stakeholders toward strategy for trade, education and recruitment
Monitor and support First Nations, Provincial and Federal initiatives and briefs	Identify and fund integrated Information Technology system for on-line applications, payment system, index on regulations, license, inspections, updates and process that enable process tracking and reach full transparency	Develop partnerships with colleges to increase skilled trade supply in community
Identify infrastructure and financial requirements i.e. road re-location plan, cottage road re-location plan, bridge improvements, re-zoning requirements	Establish a system to monitor progress toward streamlining, continuous improvement, best practice reviews with other cities and improved communications	Support Greater Sudbury Development Corporation Learning City Initiative
Develop progressive policies such as Brownfield CIP for non urban lands		Explore additional apprenticeship and training opportunities within City operations



## Priority #3: Image

**Decades of work and the combined efforts of residents, organizations, businesses, and elected officials have put Greater Sudbury on the regional, provincial and national scene. There is much to celebrate in terms of Greater Sudbury's accomplishments through a proactive media campaign.**

**Greater Sudbury City Council identified 3 major projects to enhance the City of Greater Sudbury's image:**

- Community profiling
- Rock of Fame
- Enhanced communications

**The City of Greater Sudbury has committed to the following projects and actions:**

Community Profiling (Brag Book)	Rock of Fame	Enhance Communications
Create annual city report	Advisory Panel to develop concept, recommend recognition criteria, and site options	Reflect community diversity in a user friendly and singular city website
Promote staff and Greater Sudburians to be City Ambassadors	Develop communication strategy	Complete and implement Communication Strategy and a proactive media campaign
Create promotional packages, i.e. Sudbury Living Video, multi-media modalities	Support fundraising and corporate sponsorship initiatives	Develop consistent clear corporate messaging for ward newsletters
Promote Sudbury's national and International awards		Develop government relations strategy – Provincial, Federal, other Municipalities
		Customer service training of staff

## Priority #4: Tourism

**Since the opening of Science North in 1984 and the addition of Dynamic Earth in 2003, Sudbury tourism has become front and centre in northern tourism industry and a significant contributor to the local economy.**

The City's economic development arm has a strong tourism focus, with an aim of working with partners at the local, regional, and national level to promote Greater Sudbury as a prime tourism destination with a wide range of world-class attractions.

**City Council pointed to five projects to support the growth of the city's tourism industry:**

- Increasing multi-use spaces;
- Developing a tourism tagline
- Installing a roof on the Grace Hartman Amphitheatre;
- Exploring a bud-car/tourism train; and
- Pursuing a motorsport park.

**The City of Greater Sudbury has committed to the following projects and actions:**

Increase Multi-Use Space, Convention Centre	Tourism Tagline	Amphitheatre Roof	Bud Car/ Tourism Train	Motorsport Park
Link to Downtown Master Plan i.e. Market Square redevelopment	Identify tourism tagline	Conduct post-season evaluation	Feasibility study	Assist Sudbury & District Motor Sport Association to seek funding for feasibility study
Explore public private partnership	Enhance promotion vacation packages online	Prioritize capital improvements for Amphitheatre, i.e. roof, hard seats	Identify partnerships, i.e. Northern Tourism, Northeastern municipalities	Assist Sudbury & District Motor Sport Association in seeking funding opportunities
Explore potential for Synergy Centre project alignment		Develop financing plan including community sponsorship opportunities		

## Priority #5: Healthy Community

**The Healthy Community Initiative in Greater Sudbury is thriving. The City's strategy for a healthy community is embraced by the World Health Organization and the United Nations.**

In 2004, elected officials in Greater Sudbury acknowledged the need for developing a healthy community strategy. They recognized the importance of formal and informal education in moving the community towards a healthier and more sustainable future.

**Greater Sudbury City Council has identified two projects as being key for the continued development of a healthy community:**

- Promote Greater Sudbury as a healthy community; and
- Develop a therapeutic pool project plan.

**The City of Greater Sudbury has committed to the following projects and actions:**

Promotion of Sudbury as Healthy Community	Therapeutic Pool
Prioritize and take action toward Sustainable Mobility Plan	Undertake feasibility study for Council consideration
Prepare neighborhood assessments on assets and gaps related to social determinants of health and community inclusivity	Seek and identify funding partnerships
Promote environmental pride, values and respect i.e. develop city wide park by-law	
Increase use of public transportation – innovative ridership growth strategies	
Incorporate a health impact assessment tool or healthy community lens into City decision making for large scale projects and initiatives	
Explore barriers and enables supportive and affordable housing development	
Support the building of adaptation capacity within community for vulnerable population as part of Greater Sudbury Climate Change Consortium	



# Expected Outcomes and Results

- Increased multi-use space
- Provincial and Federal Cost Sharing Initiatives
- Public Private Partnership considerations
- Capital budget allocations which support council's strategic priorities
- Completed Feasibility Studies
- New Economic Development Opportunities
- Increased use of public transportation
- Prioritization of GH Amphitheatre capital improvements
- New Tourism Tagline
- Government Relations Strategy
- Annual City Report
- Communications Strategy
- Information Technology interface system for ease of access to development
- Friendly and engaging singular city website
- Industrial Land Strategy Brownfield CIP for non urban lands
- Updated priority list and funding strategy for water and wastewater extensions
- Additional apprenticeship training opportunities within the City and the community
- Funding strategies for road redevelopment which stimulate economic development
- Completion of Maley Drive Detailed Design
- Criteria and site for Rock of Fame
- Local and global ambassadors for Sudbury
- Seek funding for Motor Sport Park and Bud Car
- Health Impact Assessment Tool
- Feasibility Study for Therapeutic Pool





