

Correspondence and Information

Request for Recommendation Priorities Committee




Type of Decision									
Meeting Date	October 22, 2003				Report Date	October 17, 2003			
Recommendation		Yes	<input checked="" type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High		Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open		Closed

Report Title
Mapping the Vision - Council's Strategic Priorities - A Progress Report - 2003

Policy Implications + Budget Impact	
<input checked="" type="checkbox"/>	This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified
<input type="checkbox"/>	Background attached

Recommendation	
This report appears on the agenda for information only.	
<input type="checkbox"/>	Recommendation attached

Recommended by the General Manager
N/A
Name

Recommended by the C.A.O.

Mark Miets, Chief Administrative Officer

Title:

Page: 1

Date:

Report Authored By

Kamran Khan
Business Analyst

Division Review

N/A

Name
and Title

BACKGROUND

Attached is a progress report on Mapping the Vision - Council's Strategic Priorities - A Progress Report - 2003.

This document is provided to you for your information.

Attach.

CITY OF GREATER SUDBURY

MAPPING THE VISION

COUNCIL'S STRATEGIC PRIORITIES

A PROGRESS REPORT

2003

MAPPING THE VISION DOCUMENT COUNCIL STRATEGIC PRIORITIES	
STRATEGIC PRIORITY	ACCOMPLISHMENTS/PLANNED ACTIONS
Sustainable Infrastructure	
Develop and implement a sustainable plan for the renewal of local roads	<p>Continuing to lobby senior levels of government for financial participation in roads infrastructure renewal.</p> <p>Revisit the City's Pay-as-You-Go policy, and consider borrowing through the Provincial OMEIF program to renew the roads infrastructure.</p> <p>A transportation study is currently being undertaken as part of the background work for the new City Official Plan. The information gathered in this study will also serve as a basis for Official Plan policies with respect to transportation and roads.</p>
Complete the renovation and expansion of the Greater Sudbury Airport	The Airport Terminal Building was finished on time and on budget with the Official Opening held on October 16, 2003.
Develop a Capital Financing plan for infrastructure renewal	Capital Financing Alternatives regarding an Infrastructure Renewal Program were developed and presented to Council on September 22nd, 2003, and this Program will be presented to the new council at one of its first meetings in January 2004. This Infrastructure Renewal Program, if accepted, would provide for 70% of the outstanding capital needs for all Infrastructure Renewal over the next ten years, at the end of which time adequate resources would have been built into the system to sustain our infrastructure needs from that point on.

MAPPING THE VISION DOCUMENT COUNCIL STRATEGIC PRIORITIES	
STRATEGIC PRIORITY	ACCOMPLISHMENTS/PLANNED ACTIONS
Economic Development	
Work with the Greater Sudbury Development Corporation to complete the Economic Development Strategic Plan	Accomplished in June 2003
Develop a downtown Technology Centre to attract companies in the IT sector	Accomplished in June 2003. Working to attract another second tenant into the remaining space
Support the expansion of the tourism and retail sectors to attract visitors and shoppers from across Northeastern Ontario	<p>The City recently negotiated an agreement to sell a parcel of City owned land in the vicinity of the Barrydowne/Kingsway shopping area to Trinity Property Holdings Inc. This will allow the expansion of this major retail area to include an additional 213,000 square feet of retail space.</p> <p>The City has been working with the Rainbow Outlet Mall in downtown Sudbury to facilitate a variety of initiatives aimed at revitalizing this important downtown shopping centre. These activities reinforce Greater Sudbury's role as the primary shopping destination in Northeastern Ontario.</p>

MAPPING THE VISION DOCUMENT COUNCIL STRATEGIC PRIORITIES

STRATEGIC PRIORITY	ACCOMPLISHMENTS/PLANNED ACTIONS
<p>Develop a strategy to foster a health research industry in Northern Ontario in partnership with northern municipalities, health research stakeholders and the Northern Ontario Medical School</p>	<p>Two studies being undertaken; one which looks at building sustainable industry in the medical research industry and the other a Pan Northeastern Ontario Biotechnology Initiative which will identify areas of opportunity. The Northern Ontario Centre for Bio-Technology has already begun to attract attention and interest in advanced research.</p>

MAPPING THE VISION DOCUMENT COUNCIL STRATEGIC PRIORITIES	
STRATEGIC PRIORITY	ACCOMPLISHMENTS/PLANNED ACTIONS
Health Care and Social Services	
Ensure that citizens have access to health care services by: continuing our efforts to attract and retain physicians	Family Medicine recruitment weekend was held in Sudbury. Strategic Plan for Physician recruitment for the next 3 years currently under way.
Supporting development of the Northern Ontario Medical School	City is actively supporting the development of Northern Ontario Medical School.
Continuing to support the primary needs of families and individuals by supporting community based services	Redistribution of NCB (National Child Benefit) Dollars Support for homelessness programs and developing homelessness policy for the City.

MAPPING THE VISION DOCUMENT COUNCIL STRATEGIC PRIORITIES	
STRATEGIC PRIORITY	ACCOMPLISHMENTS/PLANNED ACTIONS
Attracting and Retaining Youth	
Support the recommendations and initiatives of the Youth Cabinet by creating an environment that attracts and retains our youth	Continuing to work with Youth Cabinet, developing a program to introduce employers to local young graduates and working with post secondary institutions for student recruitment. Greater Sudbury Transit added additional trips to the three post-secondary institutions to accommodate the double cohort.
Community Engagement/Healthy Communities	
Facilitate citizen participation in community building, including the development of the Official Plan, by setting up Community Action Networks in every ward	The CAN facilitator was hired this summer and is working with the 3 established CAN's and to develop 3 new CANs so as to have one CAN in each ward..

MAPPING THE VISION DOCUMENT COUNCIL STRATEGIC PRIORITIES	
STRATEGIC PRIORITY	ACCOMPLISHMENTS/PLANNED ACTIONS
<p>Develop and implement a communications strategy to maximize public understanding of municipal services, initiatives and accomplishments</p>	<p>The City implemented a number of initiatives to maximize public understanding of City services, programs, policies and achievements, supporting the priorities of the Mayor and Council in all service areas. This includes special communications campaigns, extensive media relations, print and broadcast advertising, special events, promotions, marketing and website information.</p> <p>Some examples:</p> <ul style="list-style-type: none"> Towards Tomorrow publication, a companion piece to the 2003 budget. “Economic Renaissance / City Services” feature in the Leisure Guide. Brand strategy for the Official Plan. “People Engaged. Places Defined. Progress Driven.” The Great Fresh Indoors Campaign to promote the smoke-free by-law Front page banner ads in the Sudbury Star, participation in community progress reports. Organization and promotion of AFMO conference held in Sudbury September 24th, 25th and 26th.
<p>Implement the Healthy Community Action Plan being developed by Council's working group on healthy communities</p>	<p>A Healthy Communities project is being undertaken in conjunction with the preparation of a new City Official Plan. The project involves the development of a framework for implementing the Healthy Communities model in the City. Public input sessions related to this project are scheduled for mid November.</p>

MAPPING THE VISION DOCUMENT COUNCIL STRATEGIC PRIORITIES	
STRATEGIC PRIORITY	ACCOMPLISHMENTS/PLANNED ACTIONS
Environment and Energy	
<p>Pursue new environmental and alternative energy opportunities identified in Earthcare Sudbury's forthcoming Local Action Plan and the Community Energy Plan</p>	<p>Continuing to pursue opportunities in bio-diesel, bio-gas and tire re-cycling.</p> <p>The Land Reclamation Program which is spearheaded by the City through VETAC celebrated its 25th anniversary this year. New opportunities to enhance and grow the program are being actively pursued.</p> <p>The Lake Water Quality program begun by the City in 2001 continues to thrive with the assistance of the Greater Sudbury Lake Improvement Advisory Panel.</p> <p>An annual program of lake water quality sampling has been established and an annual Living with Lakes Forum is held each fall. There are now 31 Lake Stewardship groups in the City.</p>
Planning for the Future	

MAPPING THE VISION DOCUMENT COUNCIL STRATEGIC PRIORITIES	
STRATEGIC PRIORITY	ACCOMPLISHMENTS/PLANNED ACTIONS
<p>Develop a single, up-to-date Official Plan that fosters sustainable growth, economic development and a high quality of life to attract people and investment</p>	<p>A work program has been set in motion to develop a single new Official Plan for the City. This will replace the 13 Official Plan documents now in existence with a user-friendly plan based on several principles endorsed by Council (A Healthy Community, Open for Business, Sustainable Development, A Focus on Opportunities).</p> <p>A solid foundation of information to underpin the Plan is presently being gathered through a series of Background Studies (Healthy Communities, Transportation, Parks and Leisure, Infrastructure, Stormwater, Agricultural and Waterfront and Rural). The background studies phase will conclude by summer 2004 and the Official Plan prepared during 2004/2005.</p>
Branding Greater Sudbury	
<p>Develop and implement a branding strategy to enhance the image of this community</p>	<p>Held a session with key community stakeholders to discuss the meaning and application of branding. Prepared a RFP and terms of reference to go out in October 2003.</p>

2003 COMMUNITY AND BUSINESS SURVEYS

2003 DEPARTMENT'S RESULTS	ACTIONS TAKEN/PLANNED
<p><u>Emergency Services</u></p> <p><u>Health Care</u></p> <ol style="list-style-type: none"> 1. By working in partnership with Cambrian College and the Sudbury Base Hospital Paramedics Program to develop Northern Ontario's first local, community-based Advanced Care Paramedics Training Program, the City has enhanced its ability to attract and retain primary and advanced care paramedics while improving medical services. 2. Develop and implement a System Status Plan to reduce ambulance emergency response time through improved deployment and balanced emergency coverage strategies. The Plan provides details on available EMS resources through the use of operational activities and technology. 3. Implement a program to track Emergency Medical Services vehicle location and operation through an Automated Vehicle Location/Global Position System/ Vehicle Data Recorder technology. 	<ul style="list-style-type: none"> • Consultation process has been ongoing with the Health Care Stakeholders with the Plan implementation in the first quarter of 2004. • Improve utilization of Sudbury EMS vehicles by the MOHLTC Central Ambulance Communication Centre. • Ability of the City of Greater Sudbury to monitor compliance with the EMS Division's System Status Plan. • Decrease in documentation and operational deficiencies. • Decreased vehicle accident and/or driving complaints from the community. • Increase crew, community safety, decrease accident potential

2003 COMMUNITY AND BUSINESS SURVEYS

2003 DEPARTMENT'S RESULTS	ACTIONS TAKEN/PLANNED
<p><u>New Sources of Funding</u></p> <ol style="list-style-type: none"> 1. By developing a proposal to reduce ambulance response times, the City received provincial approval for \$730,000 in funding annually. 2. By submitting a request for funding to support the purchase of vehicles and medical equipment for Emergency Medical Services, the City obtained one-time funding of \$450,000 from the province. <p><u>Planning for the Future</u></p> <ol style="list-style-type: none"> 1. Promote the well-being of our citizens in a healthy, safe and stimulating community. 	<ul style="list-style-type: none"> • The City of Greater Sudbury's Emergency Services Department, Fire Division, is in the process of developing a Master Fire Plan. The Master Fire Plan will serve as a strategic planning (blue print) for public policy and organizational structure pertaining to the Fire Service Division.

2003 COMMUNITY AND BUSINESS SURVEYS

2003 DEPARTMENT'S RESULTS	ACTIONS TAKEN/PLANNED
<p>2. To develop an ongoing Public Awareness Program directed at raising awareness about community emergency management program activities and to promote the importance of personal emergency preparedness.</p>	<ul style="list-style-type: none"> • Create a sub-committee comprised of Emergency Management Program Committee members to develop this project. • Develop partnerships with companies and agencies who have a common interest in emergency preparedness and planning to assist in the delivery of the public awareness program. • Develop information hand outs for the public that can be distributed through venues such as the customer service centres, or by Fire Prevention Officers while they are conducting their public education programs. • Incorporate the hand outs during Emergency Preparedness Week activities. • Provide public information via the City's website. • Deliver the program through the local media.
<p>3. The continuation and refinement of the City's Fire Services Division "Fire Prevention and Public Education Program" for the community, in accordance with the priorities identified in the community's Fire Risk Assessment.</p>	<ul style="list-style-type: none"> • Implement and deliver "Older and Wiser Program" for seniors. • Deliver "Riskwatch" education programs. • Fire suppression staff perform home inspection programs.

Request for Recommendation Priorities Committee



Type of Decision

Meeting Date	October 22, 2003			Report Date	October 17, 2003				
Recommendation		Yes	<input checked="" type="checkbox"/>	No	Priority	High	<input checked="" type="checkbox"/>	Low	
	Direction Only		<input checked="" type="checkbox"/>		Type of Meeting	<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed

Report Title

Overview of Recent Economic and Demographic Indicators

Policy Implications + Budget Impact

This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified

No Budget implication.

Background attached

Recommendation

For information only.

Recommendation attached

Recommended by the General Manager

Doug Nadorozny
Doug Nadorozny, General Manager
Economic Development and Planning Services

Recommended by the C.A.O.

M. Mieta
Mark Mieta,
Chief Administrative Officer

Date: October 17, 2003

Report Authored By

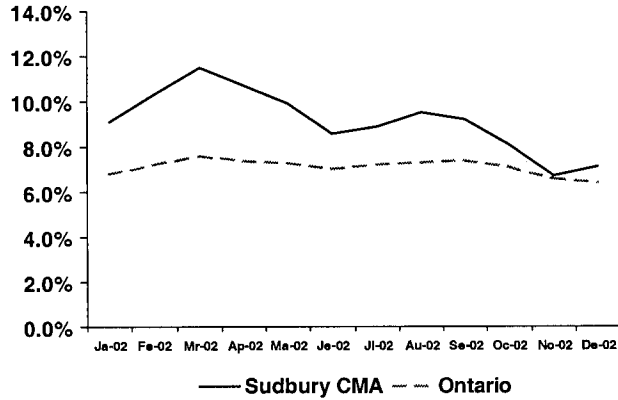
Name
and Title

Division Review

Name
and Title

Unemployment rates have shown improvement in 2003 over the same period last year, although they remain above the Ontario average. Housing starts continue to improve as forecasted by CMHC. As of September 2003 year-to-date, the number of new residential units had increased by 6.5% over the same period last year. There has also been a corresponding increase in subdivision activity as measured by the number of lots created through draft approved and registered plans of subdivision. Positive economic conditions are also impacting the housing market, as the City gradually moves away from the buyer's market of recent years towards a more balanced situation. While the latest net migration data indicate that Greater Sudbury is still experiencing negative net migration, the trend is vastly improved over results from the mid to late nineties, indicating movement towards the stabilization of our population base.

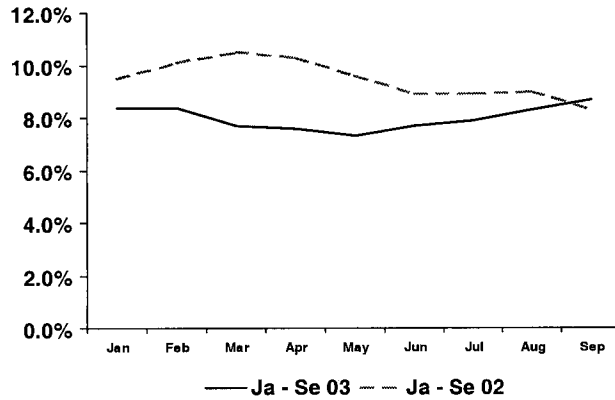
Unemployment Rates 2002



By the end of 2002, the unemployment rate gap between Sudbury CMA and Ontario had narrowed.

Source: Statistics Canada, Labour Force Survey. All data are unadjusted, three month moving averages.

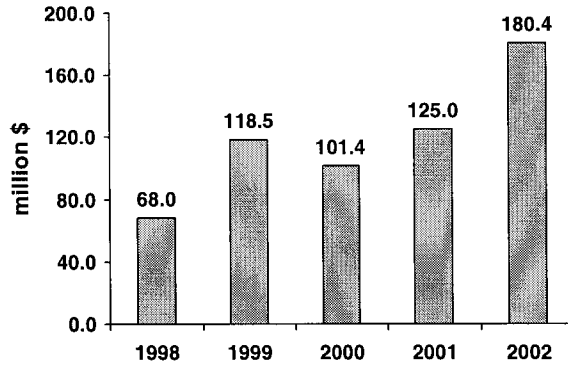
Unemployment Rates 2002 - 2003 Year-to-Date



Seasonally-adjusted unemployment rates for year 2003 to date have shown improvement over the same period last year.

Source: Statistics Canada, Labour Force Survey. All data are seasonally-adjusted, three month moving averages.

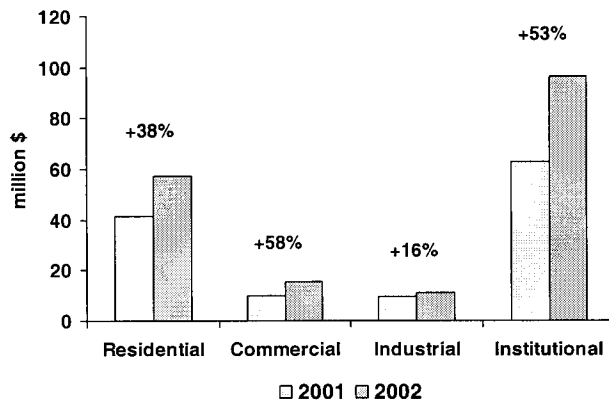
Total Value of Construction



Total value of construction in 2002 is over \$180 million. This represents an increase of 44% over 2001.

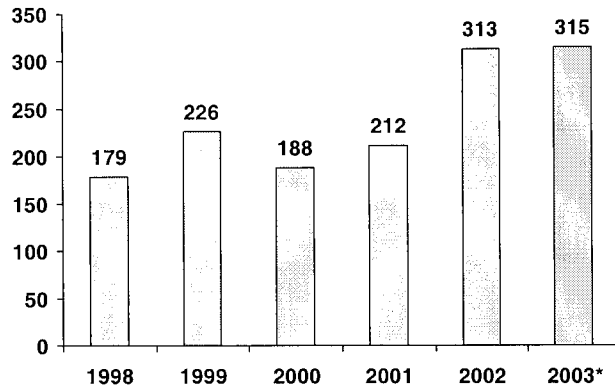
Source: Building Services Section, City of Greater Sudbury. All figures in current dollars.

Construction Value by Type: 2001 – 2002



Source: Building Services Section, City of Greater Sudbury. All figures in current dollars.

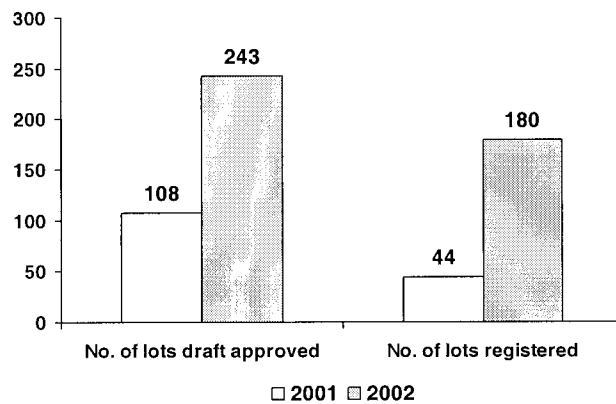
New Residential Units



In 2002, construction of new residential units increased 48% over 2001.
 *CMHC forecasts continued improvement in housing starts in 2003.

Source: Building Services Section, City of Greater Sudbury; CMHC, Northern Ontario Forecast Summary, Fall 2002.

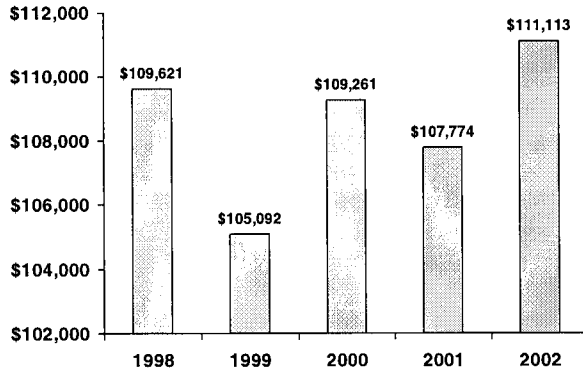
Plans of Subdivision: Number of Lots Created



In 2002, there has been an increase in subdivision activity as measured by the number of lots created through draft approved and registered plans of subdivision.

Source: Development Services Section, City of Greater Sudbury.

Average Selling Price of a Home



In 2002, a decline in the number of new listings created tightness in the resale market, as Greater Sudbury gradually moves towards a more balanced housing market from the buyer's market of recent years.

Source: Sudbury Real Estate Board, MLS Sales Activity, Resale Market; CMHC, Northern Ontario Forecast Summary, Fall 2002. All figures in current dollars.

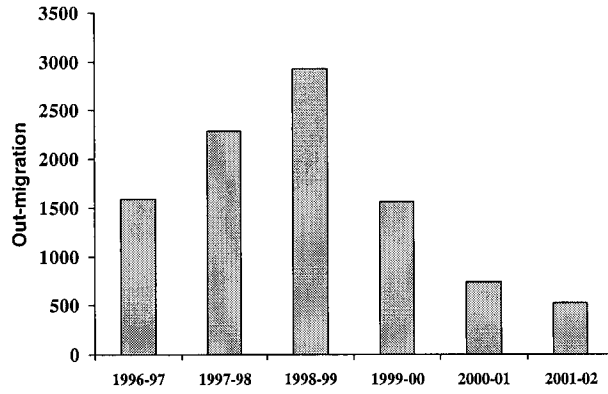
Apartment Vacancy Rates



In the rental market, apartment vacancy rates have shown continued improvement, falling from a peak of 11.1% in 1999 to 5.1% in 2002. 2003 vacancy rate to be released December 2003.

Source: CMHC, Northern Ontario Rental Market Report 2002.

Net Migration Trends



The out-migration trend has improved since the late nineties, declining from a high of 2,923 in 1998-99 to 521 for the period 2001-02.

Source: Statistics Canada; Migration Estimates, Cat. No 91C0025