



The Corporation of the City of Greater Sudbury



Healthy Community Strategic Plan

2010-2014



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A Message from the Mayor



The process of developing a Healthy Community Strategy involves the intertwining of evaluating what has and is currently being done, where we are as a community, and determining the best approach to alleviating the eleven sustainable development challenges that have been identified in Greater Sudbury.

As the Strategy unfolds, a reflection and evaluation of the outcomes will be crucial for identifying the success of this initiative.

The Healthy Community Cabinet is responsible for advancing the objectives of the Healthy Community Strategy. It oversees the work of the subcommittees that enable opportunities that directly affect our community.

The City of Greater Sudbury is fortunate to have many partners as it progresses towards a broad vision of health which recognizes balanced economic, environmental and social development that enhances human health.

Marianne Matichuk
Mayor

A Message from Council Representative



Since the 1970's, Sudbury has been active in developing and implementing healthy community strategies and initiatives. A strong network of committees, boards and panels has developed over the years re-enforcing the commitment to contribute to the community's progression in a healthier direction. This network is further strengthened by the group of individuals who have come together to support the Healthy Community initiative. Representatives from different sectors of the community bring different ideas and experiences to the table, with the common goal to continue educating Greater Sudbury residents about sustainable living and healthy communities.

The development of the Healthy Community Strategy and the Healthy Community Charter in support of the Regional Centre of Expertise (RCE) designation are catalysts that will build momentum and ultimately will contribute to a healthier Greater Sudbury – initiatives that we will continue to implement and grow upon to benefit the health of individuals and the community as a whole, both today and into the future.

The Healthy Community Cabinet acknowledges the multiple initiatives of community partners that are working towards achieving a healthy, sustainable community. The successes realized to date could not have been achieved without the dedication and drive of groups and organizations who share a common vision of creating a healthier community for all.

Dave Kilgour
Councillor, Ward 7



A Message from the Chair



What if we had a conversation about health and didn't talk about health care at all? This is the conversation that the Healthy Community Cabinet will be having over the course of the next four years. This group of committed community leaders is all about figuring out how to create a healthy community... one sector at a time and all sectors together. I have the privilege of chairing this leadership group and I can already see that if they can't do it, no one can. From labour to education; artists to politicians; childcare to research; business to the environment... this groups gets that the decisions they make have a huge influence on the health of Sudburians and of Greater Sudbury itself. The health of our community is all about making smart decisions in the social, ecological and economic realms. The Healthy Community Cabinet is the place that these realms come together so that our work together and that of local citizens help Sudburians and Greater Sudbury meet our spectacular potential. Allons-y! Let's have a conversation about health...

Penny Sutcliffe, MD, MHSc, FRCPC
Medical Officer of Health/Chief Executive Officer
Sudbury & District Health Unit





Executive Summary

The **2010-2014 Healthy Community Strategy** is the continuation of outstanding collaboration, ceaseless initiative and boundless innovation. Building on the momentum of completed projects and celebrated accomplishments, this document is moving the Healthy Community Initiative towards a sustainable future.

This strategy is the result of the collective energy of the Healthy Community Cabinet which worked to identify, prioritize and summarize its term and propose a direction for new and returning members.

The goals for the next four years are centered on the same principles, definitions and concepts outlined in the original strategy with consideration for the economic, social and environmental realities of today.

The four strategic priorities (pillars) of the Healthy Community Initiative represent the foundation on which the goals are built. Individually, the focus of each will form a workplan for leading agencies and related subcommittees over the next term.

The broad goals for 2010-2014 are as follows:

- sharing and celebrating successes;
- implementing community plans;
- promoting lifelong learning; and
- a Healthy Community Summit



Introduction

The first **Healthy Community Strategy** was created as part of the City of Greater Sudbury Healthy Community Initiative in 2005. The document functioned as a roadmap to guide the initiative from an initial concept to a defined strategy with priorities and an implementation model for success. There continues to be tremendous dedication and investment by the community to evolve the City of Greater Sudbury into a healthy, sustainable and desirable place to live for present and future citizens.

One of the most notable accomplishments resulting from the development of the Healthy Community Initiative was Greater Sudbury's designation as a Regional Centre of Expertise in 2006 by the United Nations University. This unique privilege validated and supported the Healthy Community Strategy and continues to function as a world-wide learning-and-sharing network of like-minded individuals, organizations, and cities.

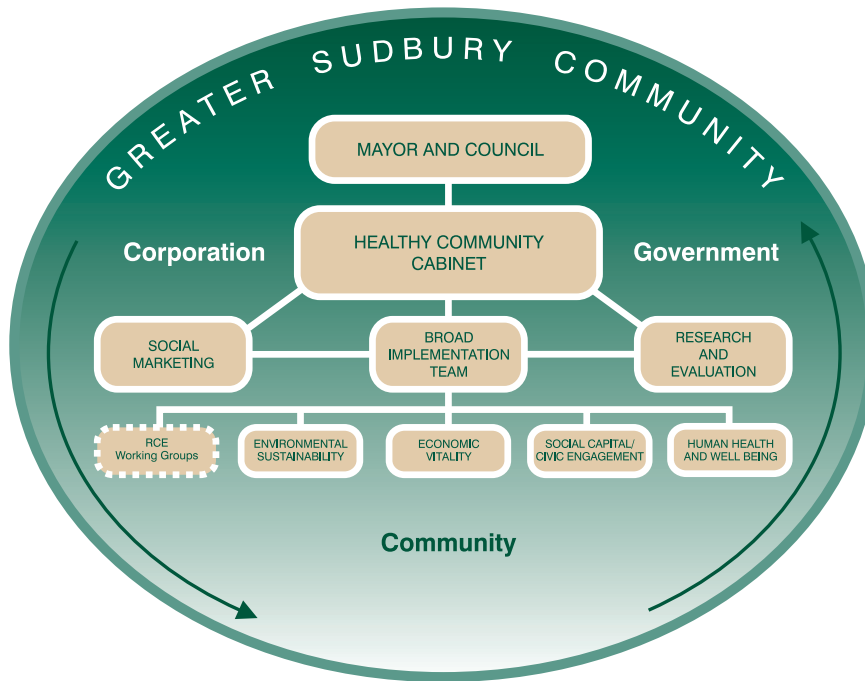
This updated strategic plan clarifies where we are, identifies where we need to go, how to get there, and sets out criteria to monitor our efforts.



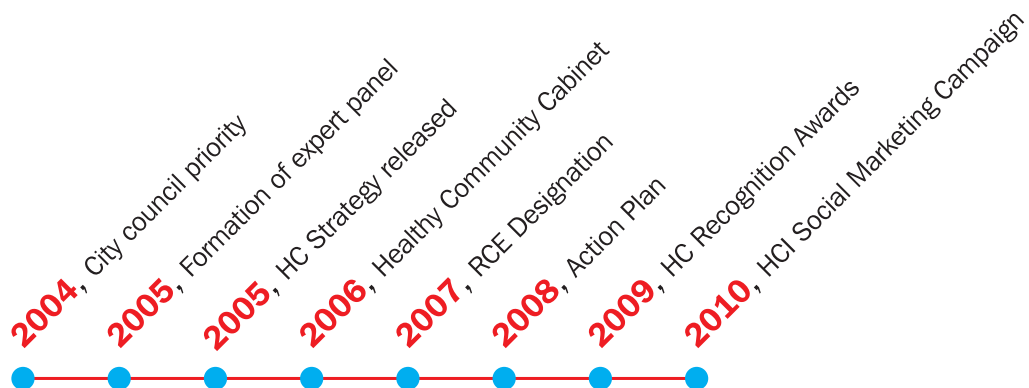


Governance

To enable sustainability an organizational framework was developed as follows:



Time Line





Vision

"A healthy community that is inclusive, resilient and sustainable"

Mission

"The Healthy Community is a broad vision of health focusing on four strategic priorities: Human Health and Well-Being , Natural Environment, Civic Engagement/ Social Capital and Economic Vitality."

Core Values

The Healthy Community Initiative values:

- balancing economic, environmental and social development;
- recognizing and celebrating progress and achievements;
- creating a supportive and caring environment that fosters active living and wellness;
- broadening participation and community engagement;
- empowering the community to take ownership of their health and well-being; and
- transforming education through mentoring, modeling, education and advocacy



Strategic Assets:

Key Stakeholders and Key Success Factors

Strategic assets help to show what factors have advanced the Healthy Community Initiative. This reflection provides an opportunity to highlight what has been accomplished, why it worked and who was instrumental for success.

Key Stakeholders:

- All levels of government
- Corporations
- Community
- Non-Government Organizations (NGOs)
- Community Action Networks (CANs)
- Aboriginal, Francophone, Multi-Cultural Groups
- Youth Groups
- Educational Institutions
- Labour Council
- EarthCare (pillar lead)
- Greater Sudbury Development Corporation (pillar lead)
- Social Planning Council of Sudbury (pillar lead)
- Sudbury & District Health Unit (pillar lead)

Key Success Factors:

- Community Engagement
- Social Marketing
- Research
- Learning (formal, non-formal, in-formal)
- Annual Award Celebration
- Networking with UNU/ RCE Partners
- Advocating for progressive policy development



Strategic Assets:

Previous and Current Strategic Priorities

	2005 - 2010	2011-2014
Human Health and Well-Being	Safety Health Status	Promote and protect the health of the citizens of Greater Sudbury Prevent avoidable health problems and injuries Reduce health inequities through multi-sector upstream action and accessible health care services
Environmental Sustainability	Ecosystems Lake Water Quality	Improving: The natural living environment Threats to biodiversity Lake water quality, and Source water protection
Economic Vitality	Youth Out-migration Employment Arts and Culture Infrastructure	Support the entrepreneurial spirit needed for economic diversification Cultivate a community culture of continuous learning in order to better compete in the global economy Advocate for a broader understanding of infrastructure that goes beyond facilities and roads to include human talent and technology
Civic Engagement / Social Capital	Homelessness Poverty Educational Attainment	Bring attention and support to the need for social development and social infrastructure, placing special emphasis on policies and practices. Work with partners in the community to strengthen citizens' access to basic needs (safe and affordable housing, healthy food, transportation, and access to mental health and addiction services). Improve literacy levels, educational attainment, and attachment to the workforce for youth and adults.



Strategic Assets:

Key Accomplishments

- United Nations University Designation
- Creation/ implementation of the Healthy Community Strategy
- Healthy Community Charter (44 Member Organizations)
- HC/ RCE Lenses
- Recognition Awards (5 sessions, 29 recognized)
- Website
- Sustainable Mobility Plan (RCE Working Group)
- Social Marketing Campaign (artwork)
- CANs – Terms of Engagement
- National Speaking Engagements

By Strategic Priorities: Human Health and Well-Being

- Sustainable Mobility Plan
- Walk and Bike for Life
- Feel Free to Feel Fit Swimming Initiative
- Tim Horton's Free Holiday Skating
- Ridgecrest Playground
- Pond Hockey Festival on the Rock
- Skate Exchange Program

Environmental Sustainability

- Green Esteem
- Connecting the Creek
- Dearness Environmental Program
- Drinking Water Source Protection Program
- Eat Local Sudbury
- Killarney-Shebanoning Outdoor Environmental Education Centre
- NDCA Climate Change Consortium
- Living With Lakes Centre
- Biodiversity Action Plan
- 2010 EarthCare Sudbury Action Plan
- Sudbury Children's Water Festival

Economic Vitality

- Laurentian School of Architecture
- City of Greater Sudbury Community Adjustment Committee
- Coming of Age in the 21st Century,
- Digging Deeper
- Snowflake Project
- Market Square

Civic Engagement / Social Capital

- Diversity Advisory Panel
- Good Food Box
- Volunteer Sudbury
- Rockhaven
- Coalition for a Liveable Sudbury
- Best Start Hubs
- Ste. Anne Community Garden
- Accessibility Advisory Panel
- Ward 1 Community Garden



PEST Analysis

Political, Economic, Social, Technological

This environmental scan provides the framework necessary for identifying current and potential influences within the context of the Healthy Community Initiative.

Political

- Ministry of Health Promotion and Sport
- CANs
- United Nations Priorities
- Tied to 85 other RCEs across the globe – global influence

Economic

- Recent economic downturn
- Little growth in population & tax base
- Cyclical nature of mining industry
- Globalization; portability of workforce
- Increased economic diversity
- Financial pressure on individuals to live healthy

Social

- Social movement, increased environmental protection (water, air, soil)
- Increased community engagement and advocacy
- Inclusive and sensitive of all cultural groups (Aboriginal, Francophone, Multi-Cultural)
- Growing Aboriginal population
- Demographic shift – aging population

Technological

- Social Media (YouTube, Facebook, Twitter)
- Technological means of engagement (community engagement software, telemarketing)
- Healthy Community Initiative Website



SWOT Analysis

Strengths, Weaknesses, Opportunities and Threats

This analysis of the Healthy Community Initiative reflects internal and external environmental factors that influence the development of goals.

Strengths (internal)

- Community will/ ownership/ activity
- Pillar involvement
- Healthy Community Strategy
- Identification of Sustainable Development Challenges
- UN Designation

Weaknesses (internal)

- Funding
- Public awareness
- Expectations
- Time commitment of partners
- Overuse of the “Healthy Community” term
- Measuring success

Opportunities (external)

- CANs
- Corporate training
- Community learning
- Larger scope of engagement
- Broader community engagement/ ownership
- Ministry of Health Promotion policy directives
- Outside funding
- Action planning for social development
- Climate Change Consortium
- Biodiversity Action Plan
- Source Water Protection
- Poverty Reduction
- Sustainable Mobility Plan
- Economic Development Strategic Plan
- Northern Growth Plan

Threats (external)

- Sustainability (funding/energy/capacity)
- Changing government priorities
- End of UNU Decade of ESD (2014)
- Overuse of Social Marketing
- Complacency



Goal 1: Model the Healthy Community Strategy by promoting the Healthy Community Charter and the celebration of healthy community initiatives across the community.

Planned Action

- Engage Corporations, Government and community in the annual celebration/ recognition awards utilizing the Healthy Community/ Regional Centre of Expertise lenses.
- Develop and share an annual newsletter.
- Advance the public awareness of the Healthy Community Strategy through the use of social marketing and development of an interactive website.
- Increase endorsement of the Healthy Community Charter throughout the community.

Performance Indicators

- Increase participation by 15% at the healthy community engagement session
- Increase number of awards to 25 per year
- Publication of newsletter and distribution on website, Citizen Service Centres, and partner organizations
- Increase the number of signed Healthy Community Charters annually by 10%



Goal 2: Advocate the implementation of the Sustainable Mobility Plan.

Planned Action

- Establish a Sustainable Mobility Plan Advisory Panel.
- Assist staff, Council and community partners in implementing the recommendations.
- Promote walking and cycling as an important part of a healthy community.
- Advocate recommendations for walking, cycling and infrastructure.
- Seek corporate endorsement and leverage revenue opportunities.

Performance Indicators

- Formation of Sustainable Mobility Plan Advisory Panel
- Track recommendations that have been implemented from Sustainable Mobility Plan by creating a Gantt Chart recording milestones achieved
- Track new infrastructure that promotes walking and cycling
- Track funding and investments into Sustainable Mobility Plan



Goal 3: Promote lifelong learning in support of the Learning City Initiative utilizing the various modes of education recognized by the United Nations University (formal, informal and non-formal).

Planned Action

- Mobilize the community to increase the levels of participation, completion and achievement in each stage of lifelong learning.
- Identify opportunities to leverage the collective learning strengths so as to promote community economic development growth, thereby enhancing our community's resilience.
- Work with the Economic Vitality pillar to establish projects designed to develop the identified opportunities.

Performance Indicators

- Projects related to lifelong learning
- number of students who complete secondary and post secondary education
- number of certificates, diplomas, undergraduate, and graduate degrees awarded
- number of projects supported by Greater Sudbury Development Corporation (Economic Vitality lead agency)
- Track funding linked to Learning City Initiative



Goal 4:

Host a Healthy Community Summit in partnership with the four pillar lead organizations to leverage opportunities for economic, environmental and social development.

Planned Action

- Work with partners to identify topics relevant to the challenges identified in the Healthy Community Strategy.
- Identify an action plan associated with community priorities.
- Seek funding for sustainability for 2015-2019 term.

Performance Indicators

- Healthy Community Summit – 2012/2013
- Identify community action
- Creation of 2015-2019 Healthy Community Strategic Plan



Conclusion

Moving forward with this initiative, there has been significant progress made from positive reflection, forward thinking and renewed direction. As the momentum continues to build, there is a clearer vision of a Greater Sudbury which is inclusive, resilient and sustainable.

While the Healthy Community vision is broad, it also has four pillars of strength supporting action for environmental sustainability, civic engagement/social capital, economic vitality and human health and well-being. The specific goals over the next four years include sustainable mobility, lifelong learning, celebration of community success and measureable action in the areas which impact directly the social determinants of health: education, employment, social inclusion and accessibility.



City of Greater Sudbury
P.O. Box 5000 Stn 'A'
200 Brady Street
3-1-1 | 705-674-4455
www.greatersudbury.ca