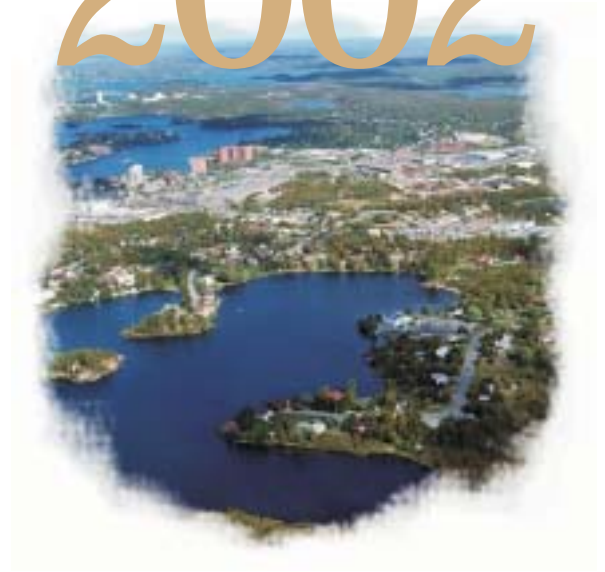


One Community - One Vision - One Direction

Mapping the Vision

for the City of Greater Sudbury

2002



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The Purpose of this Document

This document, *Mapping the Vision 2002*, reaffirms the City of Greater Sudbury's vision, mission, values and goals adopted by City Council in 2001. It also confirms, updates and expands Council's priorities for the year ahead.

Successful organizations maintain core values and a strong sense of purpose, while stimulating progress by setting ambitious, vividly described goals (Collins and Porras 1994). Soon after the City of Greater Sudbury came into being on January 1st, 2001, Council embarked on a vision and priority setting exercise to focus its energy and efforts. The first edition of *Mapping the Vision* provided the framework for progress in the City's inaugural year. *Mapping the Vision 2002* builds on this success.



Establishing a clear direction and identifying priorities is essential to any well performing organization, whether a government, institution, agency or business. There is always a long list of valuable goals an organization could pursue. To move forward, it must select a critical few and organize its resources to achieve these. The purpose of this document, then, is to foster progress on Council's highest priorities.

The Vision in this document represents Council's long-term major goal for the City of Greater Sudbury, something it may take one to three decades to realize. The Broad Goals represent what Council wishes the City to achieve within a five to ten-year framework. The Strategic Priorities are Council's more immediate goals, which could be realized within one to two years.

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Vision

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

We will embrace the digital revolution to be an attractive location for information and communications technology-based businesses. We will build on our strengths as the centre for innovation in mining, health care and education and actively pursue emerging opportunities in the environmental and renewable energy sectors to be recognized as one of the smartest, greenest, most sustainable communities in the world.

Our success in creating jobs and fostering business development will enhance the city's tax base, helping to generate the revenues needed to modernize, maintain and expand our infrastructure and foster human development. This will create a broad range of new opportunities so that

our young people will be able to pursue rewarding careers here in Greater Sudbury. It will also lead to a dramatic improvement in the socioeconomic status of our citizens. This will help to brighten the future for our children. Increasing prosperity will also provide greater opportunities to small and medium-sized businesses, helping to revitalize our city.

Citizens will have access to quality health care in our community, including a full complement of medical professionals trained in the North for the North. We will excel in providing a safe, caring and stimulating environment for all ages.

People from across North America and around the world will consider Greater Sudbury to be a highly desirable place to live, work, study and play because of our attractive northern lifestyle, vibrant economy, environmental leadership, educational opportunities and excellent quality of life.



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Mission

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



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Values

- ★ We are committed to:
- ★ providing high quality service with a citizen focus
- ★ managing the resources in our trust efficiently, responsibly and effectively
- ★ encouraging innovation and accepting risks
- ★ maintaining honest and open communication
- ★ creating a climate of trust and a collegial working environment
- ★ acting today in the interests of tomorrow

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Broad Goals

- ★ To foster economic development and job creation.
- ★ To promote the well-being of our citizens in a healthy, safe and stimulating community.
- ★ To protect and improve the environmental and ecological health of the community.
- ★ To develop a viable strategy to increase investment in infrastructure.
- ★ To secure new sources of revenue through innovative strategies and partnerships.
- ★ To ensure our community is attractive to young adults as a place to build careers and raise families.
- ★ To put children first.
- ★ To present Greater Sudbury to the world as a dynamic and vibrant community.



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Strategic Priorities

Fostering growth in the Information and Communications Technology Sector by growing the telecommunications industry, capitalizing on broadband technology and encouraging the development of .com and software companies, in partnership with the provincial and federal governments as well as the private sector.

Seeking new environmental and renewable energy opportunities in order to play a leadership role in developing industries of the future through the Community Energy Plan and other priorities identified by EARTHCARE SUDBURY.

Ensuring our citizens have access to health services in the community by identifying new opportunities in research, education and health care arising from the



Northern Medical School, continuing our efforts to recruit and retain physicians, and encouraging the timely completion of the Sudbury Regional Hospital.

Meeting our infrastructure needs for today and tomorrow through long-term financial planning, partnerships and a sustainable policy framework to complete priority projects.

Implementing the principles of the Healthy Communities movement by supporting the development of Community Action Networks and a Healthy Communities implementation framework.

Engaging young people to develop strategies for attracting and retaining youth.

Adopting a governance model appropriate to the City of Greater Sudbury and a policy approach to issues management.

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The Next Steps

On receiving Council's endorsement of this document, each department of the City of Greater Sudbury will ensure that its Business Plan reflects Council's priorities for the year. Each plan will include strategies and measurable objectives for pursuing these priorities.

During Budget Presentations, Councillors will see their priorities reflected in the city's financial plans.

Once the Budget is set by Council, staff will revise their Business Plans as required and develop Work Plans that will detail planned actions on Council's priorities.



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