

# Request for Decision City Council



## Type of Decision

Meeting Date	December 15, 2005				Report Date	December 5, 2005			
Decision Requested		Yes	x	No	Priority		High	x	Low
	Direction Only				Type of Meeting	x	Open		Closed

## Report Title

Council Vision Document - Update

## Policy Implication & Budget Impact

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

## Recommendation

For information only

Background Attached

Recommendation Continued

## Recommended by the Department

  
Caroline Hallsworth  
Executive Director, Administrative Services

## Recommended by the C.A.O.

  
Mark Mieto  
Chief Administrative Officer

**Date:** December 5, 2005

**Report Prepared By**



Ghislain Lamothe  
Manager of Corporate Communications and  
French Language Services

**Division Review**

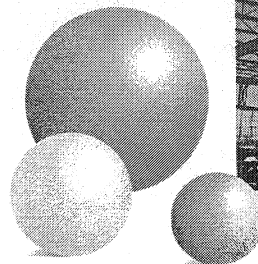
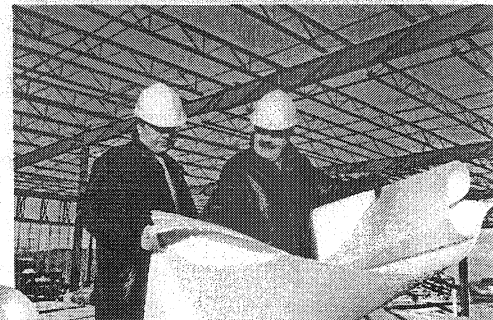
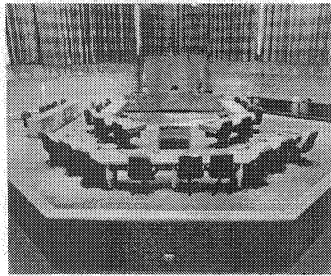
**Background**

This Report provides City Council with an update of the Vision Document as identified in the City of Greater Sudbury Short Term Action Plan Chart, and as requested at the Special Meeting of Council.

The updated Vision Document reaffirms the City of Greater Sudbury's vision, mission, values and goals, last adopted by City Council in 2003. The new Vision Document builds on the success of the 2003 edition with specific enhancements such as providing a commitment to organizational excellence and responding to the needs of retired and older adults.

# Mapping the Vision

for the City of  
Greater Sudbury



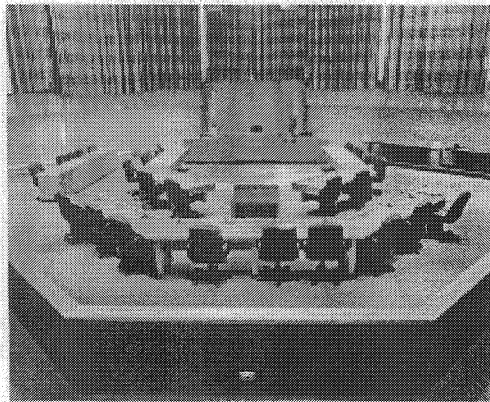
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# Mapping the Vision

for the City of  
Greater Sudbury



## The Purpose of this Document



This document, Mapping the Vision – 2006 Update, reaffirms the City of Greater Sudbury's vision, mission, values and goals, last adopted by City Council in 2003. It also confirms, updates and expands Council's direction for the year ahead as described in the City of Greater Sudbury 2006 Business Plan.

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 – 2006 Update builds on this success with specific enhancements such as providing a commitment to organizational excellence and responding to the needs of retired and older adults.

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.

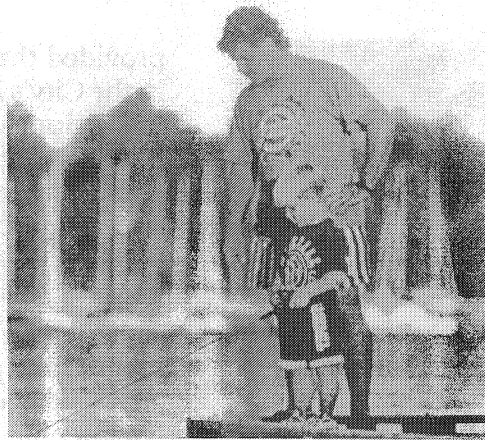
The Vision in this document represents Council's long-term major goal for the City of Greater Sudbury, something it may take one to three decades to realize. The Broad Goals represent what Council wishes the City to achieve within a five to ten-year framework. Council's more immediate goals, which could be realized within one to two years, will be defined and outlined in the City of Greater Sudbury 2006 Business Plan.

# Mapping the Vision

for the City of  
Greater Sudbury



## Vision



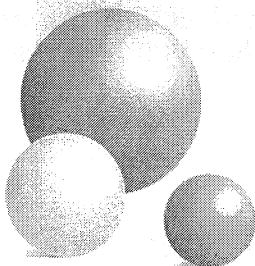
The City of Greater Sudbury is a growing, world-class community bringing talent, technology and a great northern lifestyle together.

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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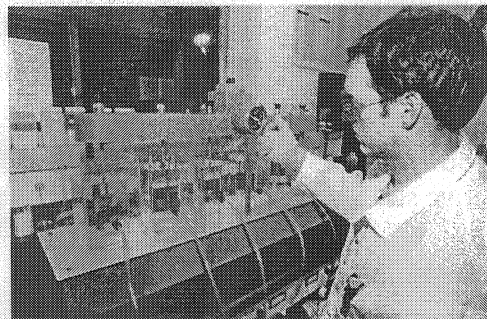
# Mapping the Vision

for the City of  
Greater Sudbury



## Mission

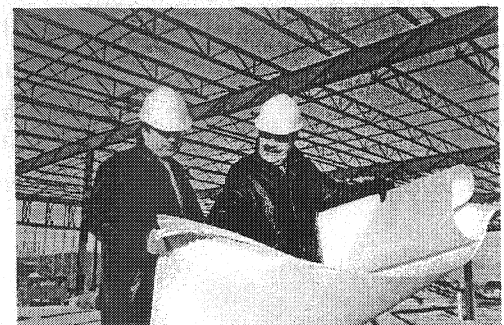
We provide excellent access to quality municipal services and leadership in the social, environmental and economic development of the City of Greater Sudbury.



## 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
- ◆ developing organizational excellence
- ◆ 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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# Mapping the Vision

for the City of  
Greater Sudbury

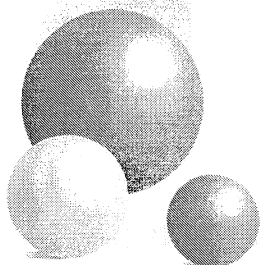


## Broad Goals

- ◆ 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 respond to the needs of the retired and older adults.
- ◆ To put children first.
- ◆ To present Greater Sudbury to the world as a dynamic and vibrant community.

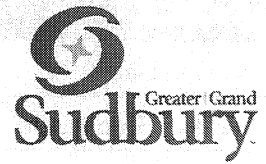
## Strategies

- ◆ Pursue growth
- ◆ Build public awareness through communication
- ◆ Engage citizens in community development
- ◆ Facilitate collaboration among community partners
- ◆ Foster innovation and creativity
- ◆ Plan for the future



# Mapping the Vision

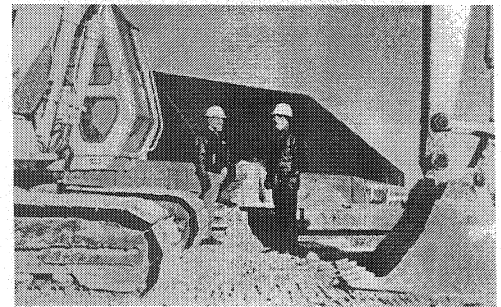
for the City of  
Greater Sudbury



## The Next Steps

Each department of the City of Greater Sudbury will ensure that the organization's 2006 Business Plan reflects Council's priorities for the year. This plan will include strategies for pursuing those priorities.

Once the Budget is approved by Council, staff will revise the Business Plan as required to develop Work Plans that will detail planned actions on Council's Priorities.



2006

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# Request for Decision City Council



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Decision Requested		Yes	x	No	Priority		High	x	Low
	Direction Only				Type of Meeting	x	Open		Closed

## Report Title

Animal Control Advisory Panel Recommendations for the 2006 Spay/Neuter Program

## Policy Implication & Budget Impact

N/A

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

Background Attached

## Recommendation

Information Report to Council

Recommendation Continued

## Recommended by the Department

*Doug Nadorozny*

Doug Nadorozny  
General Manager of Growth & Development

## Recommended by the C.A.O.

*Mark Mieto*

Mark Mieto  
Chief Administrative Officer

Date: November 29, 2005

**Report Prepared By**

**Division Review**

  
Bryan Gutjahr  
Manager of Compliance and Enforcement

  
Guido Mazza  
Director of Building Services/Chief Building Official

**Background:**

The Animal Control Advisory Panel was established in 2003 to review the Animal Control By-Law and also to implement a Spay/Neuter Program. Council appointed the Panel for the term of council and also agreed to subsidize the Spay/Neuter Program in the amount of \$52,000 per year.

**Animal Control Advisory Panel Update:**

**Spay/Neuter Program:**

The Animal Control Advisory Panel has reviewed the operation of the Spay/Neuter Program and can offer the following information:

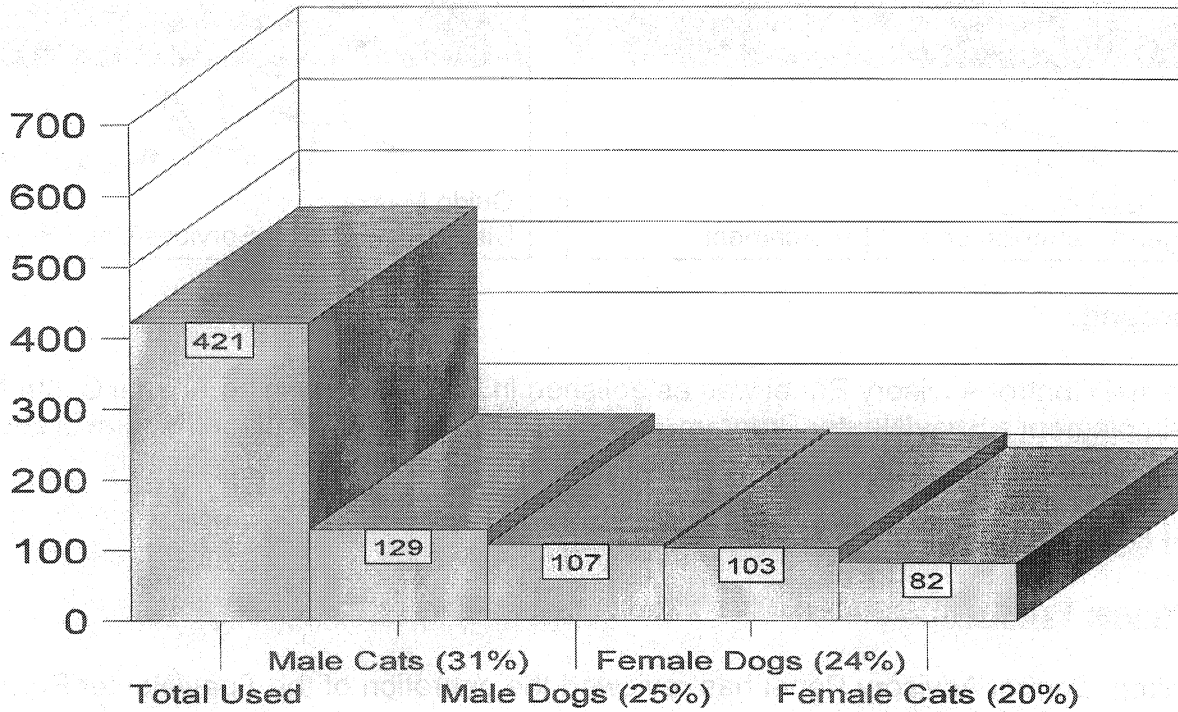
In 2004 there were 420 spay/neuter coupons issued from October 1<sup>st</sup> to November 30<sup>th</sup>. The program for 2005 started in December 2004 to coincide with 2005 licence sales and to date there have been 650 coupons issued. This indicates that 93% of the coupons or \$48,750 of the \$52,000 for 2005 was used by the general public. The program to date has provided 1170 spays and neuters in our community. Although successful, we recognize an opportunity to enhance the program to maximize the use of the \$52,000 for the third year, 2006.

Currently citizens can obtain a \$75.00 coupon for a spay or neuter of a registered cat or dog. After reviewing the statistics for the program (attached) and the cost for veterinarians to perform spays being greater than the cost of neuters, we recognize the missed opportunity to address the female population which has a greater impact on cat overpopulation. As such the Panel has agreed that the amount for a spay coupon should be increased and the amount of the coupon decreased for a neuter, to reflect the discrepancy in the costs for these procedures. The Panel is recommending that the spay coupon be increased from \$75.00 to \$115.00 and the neuter coupon be decreased from \$75.00 to \$65.00. The Panel also recommends that 75% of the \$52,000 or \$39,000 be directed to the spay coupons and that 25% of the \$52,000 or \$13,000 be directed to the neuter coupons.

**Summary:**

The Animal Control Advisory Panel is quite pleased with the success of the current spay/neuter program. They felt however that the problem of cat overpopulation is not being addressed possibly because of the cost of the spay surgery. In an attempt to correct this, the amount for the spay coupon will be increased by \$40.00 from \$75.00 to \$115.00. City staff can implement this change for December 1<sup>st</sup>, 2005 with very little disruption to their current procedures.

## 2004 Coupon Total Used Comparison of Dogs/Cats Females/Males



## 2005 Coupon Total Used Comparison of Dogs/Cats Females/Males as of November 29, 2005

