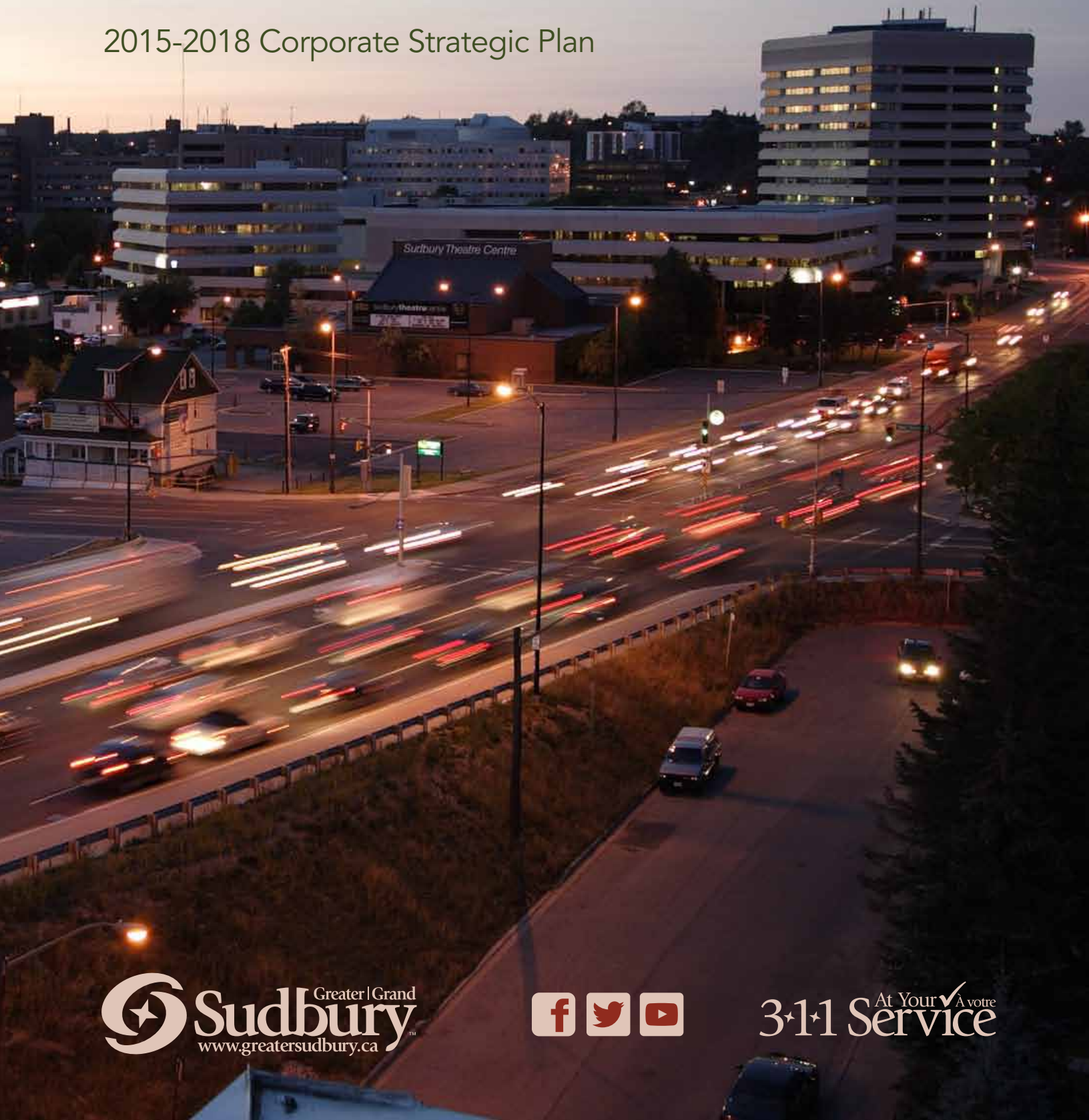


# GREATER TOGETHER



2015-2018 Corporate Strategic Plan





# WORKING TOGETHER

*for an even Greater Sudbury*

The City of Greater Sudbury City Council is pleased to present its 2015 to 2018 Corporate Strategic Plan.

Your Council has worked hard to incorporate the themes that are important to our citizens.

Citizens have asked us to focus on better roads and to take care of our existing infrastructure. They want economic growth to create more jobs, and the resources to support our community needs and enhance our great lifestyle. They want an open and transparent government.

City Council held two full-day Strategic Planning sessions to develop its shared priorities. Four key pillars emerged from this collaboration: Growth and Economic Development, Responsive, Fiscally Prudent, Open Governance, Quality of Life and Place, and Sustainable Infrastructure. While we took a longer term view, the strategic priorities in this Plan coincide with the term of Council.

It is important to remember that the Strategic Plan does not capture everything the City does each day for our citizens. We will continue to provide the quality services our citizens depend on every day. This Strategic Plan has a focus on positive change and a dynamic sense of direction. In keeping with our values, we will “act today in the interests of tomorrow.”

City Council will ask Administration to present a separate, phased Implementation Plan to provide the details on how this Plan will be executed – administrative leads, timelines, milestones and progress indicators.

I am so proud of our Council, and our direction. I look forward to implementing this plan for the City of Greater Sudbury, and improving the services and day-to-day life for you, our residents.

All the best,

A handwritten signature in black ink, appearing to read 'B. Bigger', with a stylized flourish at the end.

Brian Bigger, Mayor  
City of Greater Sudbury





# WORKING TOGETHER

*for an even Greater Sudbury*

## VISION

A growing community, recognized for innovation, leadership, resourcefulness and a great northern lifestyle.

## MISSION

Providing quality municipal services and leadership in the social, environmental and economic development of the City of Greater Sudbury.

## VALUES

As stewards of the City of Greater Sudbury, we believe in recognizing the specific needs of all our citizens in urban, rural and suburban areas, and are guided by our belief in:

- Acting today in the interests of tomorrow
- Providing quality service with a citizen focus
- Embodying openness and transparency
- Communicating honestly and effectively
- Creating a climate of trust and a collegial working environment to manage our resources efficiently, responsibly and effectively
- Encouraging innovation, continuous improvement and creativity
- Fostering a culture of collaboration
- Ensuring an inclusive, accessible community for all
- Respecting our people and our places.







# A Greater City

*Thomas Leduc*

Today change begins.

We wipe the sleep from our eyes and wake up  
to see a new dawn rise on a city.

A city with a plan.

In the interest of tomorrow, we will act today.

We will learn to live with patience,  
let the red tape of life roll off our backs,  
and listen to those who ask for change.

We'll strive to be open and flexible.

We'll identify the potholes before us for what they are  
and instead of avoiding them, we will begin to repair them.

We'll design a place to play, because  
everyone, at every age, needs a place to have fun.

We will look to the North Star for guidance  
and use our morals as a compass.

We will find pleasure in hard work  
and peace in the chaos that surrounds us.

The seeds of our plan will merge with others,  
our roots will become the roads to tomorrow  
and form the blueprints to a greater city.

A city that will bend to the light and begin to bloom.

A city that will succeed, if we all work together.

A city with a plan not for one of us,  
for all of us.





# PERFORMANCE METRICS

*Measuring our success against our Vision and Mission*

- 1) **Stronger economic growth:**
  - a. increased jobs, assessment growth, new businesses, building construction activity, housing starts, festivals and sports tourism events, hotel occupancy rates, and gross domestic product (GDP).
- 2) **A marked increase in employee engagement as measured by an employee survey.**
- 3) **Undertake a customer satisfaction survey in 2016 and increase those metrics by 2018.**
- 4) **An even happier city with enhanced quality of life.**
- 5) **Better roads.**

# PRIORITIES



## Growth and Economic Development

*Grow the economy and attract investment*

- A. Implement the Downtown Master Plan and development of downtowns, and increase densification by conversion from commercial to residential.
- B. Implement or assist in implementing economic development related plans approved by Council, with the necessary resources to support them.
- C. Provide a welcoming environment that is conducive to investment and reduction of red tape, by removing barriers and attracting new business.
- D. Invest in large projects to stimulate growth and increase conferences, sports and events tourism, and celebrate cultural diversity.
- E. Build on our existing reputation to become the global centre for mining research, environmental restoration and innovation.
- F. Contribute to an economically stronger northern Ontario.



## Quality of Life and Place

*Strengthen the high quality of life we already know and love*

- A. Create programs and services designed to improve the health and well-being of our youth, families and seniors.
- B. Maintain great public spaces and facilities to provide opportunities for everyone to enjoy.
- C. Promote a quality of life that attracts and retains youth and professionals, and encourages seniors to relocate to our community, taking into consideration all of Greater Sudbury.
- D. Focus on clean, green living and the environment, by investing in our future and celebrating how far we've come.



# *The City of Greater Sudbury is committed to moving forward on these priorities under four key pillars*



## **Responsive, Fiscally Prudent, Open Governance**

### *Lead in public service excellence*

- A. Focus on openness, transparency and accountability in everything we do.
- B. Improve communications within city hall and between the City and the community at large, by taking steps to get to know the needs of the entire community, including the silent majority, and by meeting them.
- C. Work with management to ensure that all staff are working toward the same goals, with accountabilities for senior staff linked to Council's strategic plan.
- D. Emphasize the relationship between governance, community engagement and information, in support of better decision-making.



## **Sustainable Infrastructure**

### *Prioritize, build and rebuild our community's foundation*

- A. Determine acceptable levels of infrastructure services.
- B. Improve the quality of our roads.
- C. Complete the Transportation Master Plan.
- D. Provide quality multimodal transportation alternatives for roads, transit, trails, paths and sidewalks, and connect neighbourhoods and communities within Greater Sudbury.
- E. Establish subwatershed studies and source water protection plans.
- F. Develop sustainable stormwater funding.







# GROWTH AND ECONOMIC DEVELOPMENT

*Grow the economy and attract investment*

## Strategic Priorities 2015-2018

The City of Greater Sudbury will create a healthy, diverse economy and a welcoming environment which attracts high quality jobs, investment and entrepreneurship.

- A. Implement the Downtown Master Plan and development of downtowns, and increase densification by conversion from commercial to residential.**
  - a. Rethink the boundaries of downtown, and begin to realize the Nodes and Corridors Strategy, ensuring the Downtown is better connected to revitalized Town Centres, other strategic commercial and core areas by allowing for mixed uses, connecting citizens across Greater Sudbury, while providing excellent public transit.
- B. Implement or assist in implementing economic development related plans approved by Council, with the necessary resources to support them, or continue planning to include the execution of:**
  - a. From the Ground Up #gs2025 plan of attracting and creating new jobs in the community
  - b. The Greater Sudbury Cultural Plan
  - c. Community Improvement Plans
- C. Provide a welcoming environment that is conducive to investment and reduction of red tape, by removing barriers and attracting new business.**
  - a. Create more open dialogue with the building community, facilitating the building process.
  - b. Perform a review of service delivery.
  - c. Create one point of contact for those wanting to invest.
  - d. Attracting industrial or manufacturing facilities, a medical park.
- D. Invest in large projects to stimulate growth and increase conferences, sports and events tourism, and celebrate cultural diversity. Some examples could include a self-sustaining multi-use centre, a motorsports park, an arts centre, conference centre, etc., depending on the will of Council.**
  - a. Hold a special meeting of Council to showcase all projects over \$1 million in capital requests from the City of Greater Sudbury, allowing for staff to review and provide recommendations and funding mechanisms.
- E. Build on our existing reputation to become the global centre for mining research, environmental restoration and innovation.**
  - a. Commercialize regreening efforts with a specialized team to promote and sell the Greater Sudbury protocol.
- F. Contribute to an economically stronger northern Ontario.**
  - a. Host a strategic session on the Northern Growth Plan in Greater Sudbury.





# RESPONSIVE, FISCALLY PRUDENT, OPEN GOVERNANCE

*Lead in public service excellence*

## Strategic Priorities 2015-2018

Greater Sudbury will be a leader in good governance, refining its processes to better serve the needs of its residents.

- A. Focus on openness, transparency and accountability in everything we do.**
  - a. Develop and implement a plan for Open Data.
  - b. Increase transparency in communications through a number of means.
  - c. Increase useability of public interfaces.
- B. Improve communications within city hall and between the City and the community at large, by taking steps to get to know the needs of the entire community, including the silent majority, and by meeting them.**
  - a. Create an integrated communications plan.
  - b. Refocus on customer service using technology, including our 311 system and community engagement interfaces.
- C. Work with management to ensure that all staff are working toward the same goals, with accountabilities for senior staff linked to Council's strategic plan.**
  - a. Connect talent management systems to strategic plans, objectives and goals.
  - b. Develop strategic implementation plans and enhanced corporate-wide business planning processes.
- D. Emphasize the relationship between governance, community engagement and information, in support of better decision-making.**
  - a. Review all municipal incentive programs and one-time line items to determine if efficiencies can be found by consolidating programs.
  - b. Enhance partnerships and liaisons with other levels of government through an integrated stakeholder relations plan and identification of best practices as new initiatives emerge.
  - c. Develop a revised community funding policy to best identify resources and monies for organizations, and monitor success.
  - d. Adopt better business processes to promote, inspire and follow the direction given by Council to achieve these goals.
  - e. Refine reporting mechanisms to Council, enabling them to make better decisions.





# QUALITY OF LIFE AND PLACE

*Strengthen the high quality of life we already know and love*

## Strategic Priorities 2015-2018

The City of Greater Sudbury will strive to make the community even greater and further enhance the quality of life we have become accustomed to.

- A. Create programs and services designed to improve the health and well-being of youth, families and seniors.**
  - a. Develop an affordable housing strategy, targeted to seniors and those with low incomes, including policy review, removal of barriers and consideration of incentives.
- B. Maintain great public spaces and facilities to provide opportunities for everyone to enjoy.**
  - a. Focus on, and invest in, arts, culture and entertainment, and support our multicultural communities.
  - b. Create a more vibrant downtown.
  - c. Provide programs and policies to ensure that citizens can enjoy all four seasons - e.g. winter road maintenance.
  - d. Develop an accessibility strategy and abilities centre, with community hubs.
  - e. Identify facilities required for communities, pools, splash pads, arenas, and more.
- C. Promote a quality of life that attracts and retains youth and professionals, and encourages seniors to relocate to our community, taking into consideration all of Greater Sudbury.**
  - a. Develop a communication strategy to promote quality of life.
  - b. Consistency with #gs2025, From the Ground Up Strategic Plan.
  - c. Develop arts, culture, heritage, language and tourism in our multicultural city, where many languages are spoken.
- D. Focus on clean, green living and the environment, invest in our future and celebrate how far we've come.**
  - a. Promote health and active living opportunities through the Open Space Master Plan to maintain an active lifestyle, including moving forward with Community Improvement Plans, investing in bike paths and trails, and continuing to invest in our parks and other community spaces.





# SUSTAINABLE INFRASTRUCTURE

*Prioritize, build and rebuild our community's foundation*

## Strategic Priorities 2015-2018

At the City of Greater Sudbury, we must renew our priority infrastructure and identify what's essential and needed for the future.

- A. Determine acceptable levels of infrastructure services.**
  - a. Provide infrastructure rationalization as an entire community.
  - b. Reduce the city's transportation infrastructure funding gap.
  - c. Create and implement a plan to ensure we fund and address critical infrastructure needs.
- B. Improve the quality of our roads.**
  - a. Identify, maintain and repair priority roads.
- C. Complete the Transportation Master Plan.**
  - a. Review and modify the transit system with a focus on reliability, convenience and safety, as well as connecting neighborhoods and communities.
- D. Provide quality multimodal transportation alternatives, for roads, transit, trails, paths and sidewalks, and connect neighbourhoods and communities within Greater Sudbury.**
  - a. Complete a full Multimodal Transportation Plan.
  - b. Implement the policies and strategies identified in an improved and updated full multimodal transportation plan.
- E. Establish subwatershed studies and source water protection plans.**
  - a. Fund, undertake and complete watershed studies approved by Council in 2006.
- F. Developing sustainable stormwater funding.**
  - a. Establish an affordable funding structure.
  - b. Create a plan for implementation.





# CITY COUNCIL



**Mayor Brian Bigger**  
3-1-1



**WARD 1**  
**Mark Signoretti**  
West End, Gatchell, Copper Park,  
Robinson, Moonglo, south of Ontario St.  
and west of Regent St.



**WARD 7**  
**Mike Jakubo**  
Garson, Falconbridge,  
Capreol, Skead



**WARD 2**  
**Michael Vagnini**  
Lively, Naughton, Whitefish,  
Copper Cliff, Worthington



**WARD 8**  
**Al Sizer**  
New Sudbury (east of  
Barry Downe Road)



**WARD 3**  
**Gerry Montpellier**  
Chelmsford, Onaping, Dowling, Levack



**WARD 9**  
**Deb McIntosh**  
Coniston, Wahnapiatae, Wanup,  
South End (Broder Township)



**WARD 4**  
**Evelyn Dutrisac**  
Azilda, Elm West, Donovan



**WARD 10**  
**Fern Cormier**  
Lockerby, Lo-Ellen, University Area,  
Kingsmount, Bell Park, Downtown  
(south of Elm St.)



**WARD 5**  
**Robert Kirwan**  
Val Caron, Blezard Valley,  
Cambrian Heights, McCrea Heights,  
Guilleville, Notre Dame - Lasalle area  
west of Rideau St.



**WARD 11**  
**Lynne Reynolds**  
Minnow Lake, New Sudbury (west of  
Barry Downe Rd., east of Arthur St.,  
south of Lasalle Blvd.)



**WARD 6**  
**René Lapierre**  
Val Thérèse, Hanmer



**WARD 12**  
**Joscelyne Landry-Altmann**  
Downtown (north of Elm St.), Flour  
Mill, New Sudbury (east of Rideau St.,  
west of Barry Downe Rd. and north of  
Lasalle Blvd.), Kingsway-Bancroft area

# WORKING TOGETHER

*for an even Greater Sudbury*

2015-2018  
City of Greater Sudbury  
Corporate Strategic Plan

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