

# **City of Greater Sudbury Strategic Plan 2019-2027 Revised June 2023**

## **Introduction**

Greater Sudbury is geographically the largest city in Ontario and the most populous in northern Ontario with approximately 166,000 residents. For more than 100 years, our economy has been rooted in the mining sector, and while our mining roots continue to be a foundation of our economy, we are no longer simply a mining community.

Our city is home to Health Sciences North, northern Ontario's hub for health care. With four outstanding post-secondary institutions including Laurentian University, Cambrian College, Collège Boréal, and NOSM University, Greater Sudbury is the educational capital of northern Ontario. We are also a leading destination for tourists, both regionally and nationally.

Greater Sudbury is built on a foundation of diversity. Our community lies within the Robinson-Huron Treaty Territory, home to Atikameksheng Anishnawbek and Wahnapiatae First Nations. Métis people have a long history here and we are home to the third-largest French-speaking population in Canada outside of Québec and a centre of Franco-Ontarien history and culture. Our Bridge of Nations recognizes and celebrates these and the many dozens of other population groups that live, thrive and give strength to this city.

The priorities outlined in this strategic plan reflect the unique nature of our community. Actions to address each of the priorities will also advance Greater Sudbury's standing as a centre of excellence in economic, social, and environmental innovation.

The City of Greater Sudbury operates approximately 60 lines of business. This strategic plan captures Council's key priorities but does not reflect all of the City's responsibilities to its residents and businesses. The plan highlights the changes City Council wants to make, which it believes are fundamentally important for the community's sustainability, economic competitiveness and quality of life.

## **Our Mission**

At the City of Greater Sudbury, we work in partnership with our community to provide global leadership in technological, social and environmental development.

We build and foster a welcoming city that offers outstanding opportunity, wellness and value.

We recognize and appreciate our employees and ensure our staff receive the same level of respect and commitment they are expected to give to the community.

We are focused on fiscal, social and environmental responsibility for current and future generations. With trusted leadership and innovation, we provide resilient, dependable, accessible services and progressive policies that promote sustainable progress.

We work today to fulfill the needs of all those who work, live, visit, invest and play in our city.

## **Our Vision**

To be a Centre of excellence and opportunity – a vibrant community of communities living together.

## **Our Values**

### ***Innovation***

We continuously find improvements to meet our communities' changing needs.

### ***Integrity***

We are fair and consistent. We deliver on our promises and acknowledge our mistakes.

### ***Respect***

We show deep respect for everyone – employees, residents, and visitors – and for the communities in which they live.

### ***Foresight***

We act today in the interests of tomorrow.

### ***Trust***

Actions speak louder than words. We do what is right, always.

### ***Compassion***

We care about our residents, employees and businesses, and how they relate to our services. We find the right solutions for their needs.

## **1.0 Asset Management and Service Excellence**

Planning for, building and maintaining sustainable infrastructure is critically important. The City owns in excess of \$3 billion worth of infrastructure. Our assets include roads, underground infrastructure like water and wastewater pipes, buildings such as arenas and libraries, fleet vehicles including transit buses and snowplows, and more. Asset management and renewal includes initiatives designed to maximize the City's value from investments in physical infrastructure. Effective asset management and renewal relies on an organization that demonstrates a willingness to plan, implement, and innovate in accordance with short- and long-term priorities and in a transparent, accessible manner. It is part of a complex, comprehensive system of attitudes, policies and processes that reflects a commitment to produce effective results while making the best use of limited resources. Initiatives that address this priority not

only enable reliable service delivery, they also minimize costs for taxpayers in the long term and make our city an attractive, economically competitive place to live and work.

## **1.1 Optimize Asset Service Life through the Establishment of Maintenance Plans**

- Continue the evolution of the organization's asset management and benchmarking initiatives to improve service performance, emphasizing operational cost-effectiveness, managed enterprise risk and continuous improvements in business planning
- Emphasize how new assets can improve service delivery and costs, and use zones within our large geography to make existing services available while retiring old, costly, uneconomic assets
- Explore the potential for regularly updated summary report on facility condition, historic and current capital investments and anticipated capital requirements

## **1.2 Establish Sustainable Asset Service Levels to Assess Results from Maintenance and Renewal Efforts**

- Ensure the Long-Term Financial Plan regularly reflects the latest available information about infrastructure renewal needs
- Establish Asset Management Plans for every asset class to identify an appropriate mix of maintenance and replacement needs to sustain service levels
- Improve road quality to ensure that there is a defined Pavement Condition Index standard for both arterial and local roads
- Conduct research, benchmarking and experimentation to ensure road maintenance practices reflect best practices
- Ensure risk tolerance profile aligns with Council's vision
- Update the Official Plan to reflect Transportation Background Study Update and Water/Wastewater Master Plan
- Incorporate environmental performance considerations such as total carbon footprint calculations when making choices about asset renewal. Establish a formal risk assessment process to ensure consistent analysis

## **1.3 Maximize Value of Relationships with Provincial and Federal Governments to Support Community Infrastructure Goals**

- Create a community intergovernmental relations team to monitor and advocate for Greater Sudbury's interests
- Implement direct visits and information sessions to Queen's Park and Parliament Hill
- Identify options and support related efforts throughout the municipal sector to secure new revenue tools for municipalities
- Ensure government relations and networking efforts are deliberate and follow plans designed to help support Council's vision
- Continue to develop partnerships with local First Nations and Indigenous resident groups to support the achievement of community infrastructure goals

## **1.4 Reinforce Infrastructure for New Development**

- Develop an employment land strategy and community improvement plan that links infrastructure and economic development to ensure the City has an adequate supply of serviced employment land and incentive framework in place to stimulate investment, development and job creation
- Ensure a balance in economic development focus, including regional business development and continued pursuit of large-scale inbound investment
- Prioritize economic development opportunities and climate change adaptation in our operating and capital project choices
- Complete a Community Safety Station revitalization review to address the long-term fiscal and operational sustainability of the facilities
- Demonstrate the creative use of Community Improvement Plans (CIPs) and Development Charges to incentivize economic growth

## **1.5 Demonstrate Innovation and Cost-Effective Service Delivery**

- Develop a program of regular service reviews that examine options for improving service levels and/or reducing the City's net costs
- Implement the Transit Action Plan in 2019 and continue efforts to expand ridership through innovative and responsive system improvements
- Continue to expand services on the City's new Customer Relationship Management (CRM) system
- Maximize the benefits of technology in the City's service delivery processes to improve the service experience for residents, customers, and employees
- Continue the evolution of business planning, financial and accountability reporting systems to support effective communication with taxpayers about the City's service efforts and accomplishments
- Implement the City's Customer Service Strategy, including regular reporting associated with customer service standards
- Implement the City's Communications Strategic Plan, including a review of communication programs to maximize effectiveness
- Develop and implement a human capital management plan

## **2.0 Economic Capacity and Investment Readiness**

As northern Ontario's largest city and a hub for education, health care and employment, Greater Sudbury must undertake initiatives that ensure resiliency and competitiveness. This is best achieved through investment in our people and resources, along with collaboration with other public sector agencies, host First Nations and other levels of government. This approach allows us to advance opportunities to sustain our outstanding quality of life and increase our capacity to respond to new opportunities.

## **2.1 Build Economic Development Initiatives to Support Existing Businesses, Attract New Businesses and Promote Entrepreneurship**

- Manage development fees to make Greater Sudbury a competitive place to establish or grow a business
- Invite and encourage private sector proposals for collaborative projects
- Work with existing employers to grow businesses by attracting new employees and supporting existing businesses in ways that include aligned messaging and campaigns and service coordination
- Pilot a large-scale entrepreneurship skills development and attraction strategy by leveraging the Regional Business Centre collaboration network and resources
- Support the establishment of the Downtown Business Incubator, including a physical space and associated programming, to help new business startups launch and scale-up
- Promote new development in agriculture and aquaculture opportunities
- Establish partnerships with post-secondary institutions to ensure alignment and augment municipal and private sector development efforts
- Review procurement policies to assess the potential for maximizing support for local and Indigenous-led business development

## **2.2 Seize the Momentum Resulting from Greater Sudbury Innovation Blueprint Process**

- Greater Sudbury is at the forefront of emerging opportunities and demand related to critical minerals and clean-tech. Staying at the forefront and realizing the benefits available from Greater Sudbury's position requires specific, targeted short-term actions
- Finalize Greater Sudbury Innovation Blueprint Vision and Action Plan
- Align resources and establish partnerships to move forward on priorities identified for Land, Resources, Talent and Finance
- Create plans that leverage the full capacity of the Greater Sudbury and Northern Ontario Mining Cluster to support further integration and expansion
- Further develop and share Greater Sudbury's successes with greening experience and expertise in remediation of water sources and land. Refresh the narrative to reflect current challenges and lessons for the future.
- Work with post-secondary institutions to improve alignment between emerging economic opportunities and current curriculum

## **2.3 Strengthen Business and Development Processes and Services to Support Business Growth**

- Strengthen interdepartmental structures and initiatives such as the Sudbury Planning Application Review Team (SPART) and the Special Events Interdepartmental Team to increase efficiency, facilitate development and create opportunities for one stop processing for investors, developers, and other clients such as conference hosts, event organizers and film productions
- Continue to implement the Land Information Management System, which will transform the development and building permit approval processes
- Support and monitor the effectiveness of the new Development Ambassador pilot program and make recommendations for improvements in 2021
- Complete the Development Fee Review Study to define an appropriate fee structure for planning applications
- Continue the development of enterprise-wide customer service standards, training and tools to support enhanced business application practices
- Ensure that CGS policies, systems and service levels reflect alignment with development and growth plans

## **2.4 Revitalize Greater Sudbury's Downtown and Town Centres with Public Investment that Supports Private Investment**

- Update and implement the Downtown Master Plan
- Complete the existing nodes and corridors strategy to ensure investment that complements transit and active transportation strategies
- Evaluate public investments in infrastructure, programs or construction for their potential to address concerns in downtowns and town centres

## **2.5 Review Key Core Services and Service Levels**

- Continue core services and service level reviews and make recommendations for change
- Maintain a long-range financial plan that enables the City to anticipate and respond to emerging issues and changes in the operating environment

## **2.6 Leverage Greater Sudbury's Public Sector Assets and Intergovernmental Partnerships to Generate New Economic Activity**

- Identify increased opportunities for collaboration and cooperative partnerships between both private and public sector
- Recognize the role of local First Nations and continue efforts to work together for future economic success
- Ensure municipal capital project priorities appropriately consider economic impacts, climate change and the potential for private development
- Encourage immigration in conjunction with federal and provincial programs
- Develop a Housing Supply Strategy.

## **2.7 Build on Opportunities from our Clustered Network of Health and Educational Institutions**

- Establish strong ties and collaborative initiatives with educational and health-care sectors to support their sustained growth
- Continue promotion of Greater Sudbury as a centre of health care, and associated technology and innovation
- Support efforts to reposition Laurentian University for future success

## **2.8 Invest in Transformative Facilities, Spaces and Infrastructure that support Economic Activity**

- Develop renewed Council direction on priority projects and their implementation.
- Highlight benefits of major infrastructure projects as a catalyst for future growth and development  
Ensure water/wastewater infrastructure demonstrates high-quality, progressive policies, compliance with all provincial regulations and a sustainable financing plan
- Support private, provincial and federal programs to improve rural broadband

## **2.9 Support the Attraction, Integration and Retention of a Highly Skilled Workforce**

- Mobilize public and private resources, including educational and industry organizations, to address skills gaps and future workforce needs
- Develop a talent attraction and retention strategy and, as an employer, ensure the City of Greater Sudbury demonstrates alignment with this strategy
- Undertake targeted communications, using a coordinated, clear, consistent, and unified community voice in major centres of the province/nation to attract additions to our local workforce
- In partnership with post-secondary institutions, maximize retention of graduating students

## **2.10 Develop Strategies to Support Indigenous Economic Development Partnerships and Opportunities**

- Continue regular dialogue with Atikameksheng Anishnawbek and Wahnapiitae First Nation
- Develop and implement mechanisms to support continued participation of Indigenous citizens (residents?) and local First Nations in the economic vitality of the community

## **2.11 Launch Initiatives to Attract and Retain More Newcomers**

- Encourage migrants from other countries and other parts of Canada to settle here
- Tie immigration to talent attraction efforts
- Invest in newcomer and multicultural settlement initiatives

- Continue to recognize the economic and cultural strength of the local Francophone community and explore partnerships and programs that support its growth
- Support the tourism sector and implementation of the Municipal Accommodation Tax to leverage the benefits it will provide for advancing the goals of the Tourism Strategy
- Implement strategic marketing campaigns targeted at people who visit Greater Sudbury, as well as people considering settling in the community
- Develop internal placement and internship positions dedicated to hiring international students

### **3.0 Climate Change**

Climate change affects our everyday lives, impacting our environmental, social and economic well-being. Governments at all levels have a role to play in taking positive action to combat climate change. This goal shows the municipality's interest in, and commitment to, providing leadership in the development and promotion of ideas, policies and actions that positively influence global climate conditions, managing its services in ways that demonstrate good stewardship and acting today in the interests of tomorrow.

#### **3.1 Support Ecological Sustainability**

- Ensure appropriate and financially sustainable policies are developed that reflect a climate change context and will protect and enhance the natural environment, protect natural heritage resources, and promote safe and respectful use of natural resources
- Implement actions to support Council's declaration of a climate change emergency, for example by supporting clean air projects in collaboration with the mining sector
- Continue to explore opportunities to reduce salt contamination of water bodies across Greater Sudbury

#### **3.2 Develop and Strengthen Strategies and Policies to Mitigate and/or Adapt to Impacts of Climate Change**

- Complete and implement the Community Energy and Emissions Plan (CEEP) that will provide guidance to reduce greenhouse gas emissions
- Prepare a corporate-wide Climate Change Adaptation Strategy that will guide preparations for and dealing with challenges resulting from severe weather-related events, ranging from drought, floods, or extreme cycles, to ice storms and heavy winds
- Develop transparent and consistent reporting mechanism for progress on Climate Change related initiatives at the City
- Demonstrate commitment to climate change and adaptation goals by formally establishing a responsible senior level leadership position to coordinate and oversee corporate initiatives

### **3.3 Build Climate Resiliency into Existing Programs**

- Review and update urban wildland fire guidelines
- Review and update stormwater guidelines
- Create a climate risk mitigation framework and prioritize the creation of an infrastructure sustainability panel to provide advice and support decisions based on the framework regarding changes or investments in our infrastructure to achieve greater levels of sustainability
- Strengthen/prioritize emergency response and preparedness, both by the City and by residents themselves
- Prioritize targeted preventative maintenance programs to prepare for climate change impacts.

## **4.0 Housing**

This goal reflects Council's desire for residents to have access to safe, affordable, attainable, and suitable housing options in Greater Sudbury. The City is a direct provider of social housing, funds housing-related programs, facilitates development and regulates building safety. In each of these areas, strategic initiatives and activities will advance the overall sector and move the City closer to achieving this goal. This includes initiatives that address transportation, accessibility, aging population, and quality of place needs. Whether you are a student, a young person starting a career, a family establishing roots, or an older adult who wants to enjoy a comfortable lifestyle, we want you to find a place in our city.

### **4.1 Expand Affordable and Attainable Housing Options**

- Continue to strengthen local partnerships to address vulnerable populations and advocate for increased provincial and federal support
- Develop education and outreach program to promote existing affordable housing policies and programs such as the Affordable Housing Community Improvement Plan, joint tenants in common, and more
- Develop a municipal affordable housing land strategy and a surplus school evaluation strategy
- Evaluate potential to partner with private sector developers through CIPs or directly to increase or accelerate mixed-use rental housing projects

### **4.2 Revitalize and Improve Existing Housing Stock**

- Advance social housing revitalization plan
- Support deconcentration of affordable housing

### **4.3 Develop and Promote Solutions to Support Existing Housing Choices**

- Improve services/housing for all those living or seeking to live in Greater Sudbury
- Encourage retirement residences in our town centres as part of the nodes and corridors strategy.
- Develop our capacity to be an age-friendly community by providing services to keep people in their homes, like community paramedicine programs, and supporting equitable access to transportation
- Evaluate the potential to renovate lower-demand rental units into higher-demand profiles, such as one and two-bedroom units
- Target downtowns for potential future mixed-income housing

### **4.4 Solidify the City's Role in Greater Sudbury Housing Operations**

- Support tenant policies and programs that encourage self-direction and integration into the wider community

## **5.0 Create a Healthier and More Vibrant Community**

Since 2005, the City of Greater Sudbury has pursued goals associated with building a healthy community. This includes efforts that address well-being, environmental sustainability, civic engagement, and social capital. The City must continue to invest in active and sustainable transportation, in our parks and trails, and to encourage and support community gatherings and gathering places. In June 2018, the City of Greater Sudbury facilitated a community-wide effort to create “A Call to Action for Population Health: 2018 – 2028.” This effort continues through the newly established Population Health, Safety and Wellbeing Advisory Panel which will also respond to a provincial mandate to work in partnership with the Greater Sudbury Police Service to establish a community safety plan. This strategic goal reflects the continued desire of Council to effect change within the Greater Sudbury community to improve health, economic and social outcomes for its citizens.

Vibrancy is the collection of policies, activities and investments that create a sense of place and makes Greater Sudbury distinct. This objective will build upon the successes of our cultural and arts sectors and our neighbourhood actors and support further development and strengthening of our vibrant city. It includes ideas and opportunities that allow residents and businesses to make personal connections with other residents, businesses and the city as a whole, leading to outcomes that make them feel like they are integral to, and partly responsible for, the community's success.

### **5.1 Advance Population Health Agenda**

- Support the Population Health, Safety, and Well-being Advisory Panel in its effort to develop a Community Safety and Wellness Plan by January 2021, including facilitating the future work of the panel to act as the focal point for integration of wider population health goals
- Deliver City-led goals from Population Health Call to Action 2018-2028, including implementing the Age-Friendly Strategy and ensuring accessibility

- Achieve Compassionate City Designation
- Encourage volunteerism and provide additional support that helps to empower residents to become more involved in their communities
- Enhance the effectiveness of our community-based response to support people supporting individuals experiencing addictions and mental wellness challenges
- Develop community paramedic programs to meet the needs of vulnerable populations and reduce emergency responses and hospital admissions
- Monitor the success of the Innovation Quarters and evaluate the potential to broaden scope to all types of entrepreneurial innovation

## **5.2 Invest in Infrastructure to Support Community Recreation with Focus on Quality of Life**

- Promote Greater Sudbury as a great northern lifestyle alternative for workers regardless of where the company they work for is located
- Celebrate the successes of the municipality and our employees
- Undertake a review of the Parks, Open Space and Leisure Master Plan and consider elevating parks and natural areas status by maximizing natural opportunities and outdoor experience development
- Following review of the feedback report accompanying the City's Bronze award, attain "Silver Bicycle Friendly Community" status from the Share the Road Cycling Coalition
- Develop a recreational trails master plan
- Update leisure facilities master plan and develop action plan for consolidation of facilities and investment in new facilities to meet future community needs

## **5.3 Strengthen Indigenous Relations Towards Reconciliation**

- Establish regular and respectful systems of communication with Indigenous citizens and neighbouring First Nations
- Work with community partners to establish and enhance linkages for Indigenous citizens
- Establish and implement an organizational plan to respond to the Truth and Reconciliation Calls to Action

## **5.4 Work with Health Partners to Determine Appropriate Role in Local Health Team Development**

- Support leadership of Health Sciences North on regional level
- Leverage the City's strengths in long-term care and community paramedicine in support of regional solutions

## **5.5 Build Community Pride through Internal and External Promotion of the City**

- Implement a campaign to recognize and celebrate the strengths of the City
- Support a local culture of embracing the different lifestyles available (urban, suburban, and rural) that make up Greater Sudbury
- Promote the unique nature and value of our quality of life, including 300 lakes within city boundaries
- Develop a community engagement framework and strategy that focus on ensuring consistent and authentic engagement opportunities for citizens
- Develop a global brand depicting a community growing on the basis of science, technology, prosperity and wellness. Examine options for appropriate commercial development in Bell Park and around Lake Ramsey Celebrate the successes of the municipality and our employees

## **5.6 Align Initiatives with Goal of Community Vibrancy**

- Review and, if appropriate, strengthen the framework of programs that support the artistic, cultural and creative expression of local residents and groups
- Enhance the Arts and Culture Grant Program to support and leverage a thriving cultural sector
- Review the Official Plan and other corporate policies to ensure they are appropriately aligned with the strategic objective of a healthier and more vibrant community
- Incorporate the objective of a healthier and more vibrant community into the development of new municipal facilities and infrastructure where appropriate.

## **5.7 Develop and implement policies, practices and enabling technologies that encourage meaningful resident? Engagement at the neighbourhood and community level**

- Encourage the active engagement of formal and informal neighbourhood groups like Community Action Networks, playground associations and advisory panels in opportunities for community development and supporting vibrancy in its broadest form.
- Encourage volunteerism across the community as a valuable contribution to society
- Explore a one-stop shop approach for volunteer coordination and assistance
- Review Terms of Engagement for Community Action Networks.

## **6.0 Focus on Advancing Caring Services Based on Lessons Learned through COVID-19 Experience**

The City of Greater Sudbury is keenly aware of the depth of its responsibilities as a public corporation that employs more than 2,300 individuals to deliver critical services to approximately 166,000 residents. Many of these services are delivered to vulnerable residents at times of stress or external challenge or must be delivered in a manner that protects the safety of all people.

While the values identified for our municipal corporation reflect the commitment to excellence in delivery of all services, there are always ways to improve. The following goals are intended to reinforce existing priorities and focus on ongoing improvements toward an even better future. The goals also recognize Council's role as the governing body for Pioneer Manor and Greater Sudbury Housing.

### **6.1 Maintain commitment to excellence in Resident Life and Care at Pioneer Manor**

- Continue efforts to sustain accreditation and demonstrate an ongoing quality improvement environment
- Complete implementation of bed redevelopment project to provide Class-A beds for all residents

### **6.2 Continue to Demonstrate Commitment to Employee Wellbeing, and Health and Safety**

- Develop and adopt an enterprise-wide Health and Safety Quality Management System
- Regularly assess employee wellbeing and workload data to ensure our work environment supports our expectations for the employee experience
- Maintain open communication channels established during the COVID-19 pandemic

### **6.3 Innovate to deliver best in class emergency services**

- Build on success of community paramedicine and maintain readiness to capitalize on new opportunities to pilot promising changes for Emergency Medical Services in Northern Ontario
- Continue the evolution of fire services to ensure properly equipped and trained forces are ready for future challenges
- Invest appropriate resources, including training in Emergency Management to ensure Greater Sudbury is ready for the challenges of climate change, expanding industrial and transportation sectors, global health concerns, and the potential for supporting other northern communities experiencing emergency conditions

### **6.4 Continue to Innovate in Provision of Community Housing**

- Maintain focus on positive tenant experience, reducing conflict and removing problem tenants where possible
- Support quality homes and vibrant communities