

Appendix C: 2024 Key Enterprise Projects – Fourth Quarter Update

KEY PROJECT	STATUS
CAO	
Event Centre	The project is on schedule and on budget. The prime Architect has been retained, and schematic design is under way. The exact location of the site has been selected. Procurement of an event manager is under way. Community engagement is commencing.
Cultural Hub / Municipal Relocation	The schematic design phase of the project is complete and was presented to Council. Detailed design is under way. Engagement is ongoing with external stakeholders such as the Accessibility and Indigenous Advisory Committees. Procurement of a contract management company has commenced.
Community Engagement Strategy	The Community Action Network (CAN) review has been completed and staff are reviewing the final report and findings, preparing recommendations for consideration. Staff will present the final report and recommendations in Q2, as part of the first phase of the Community Engagement Strategy.
Customer Service Strategy	As part of the implementation of the Customer Service strategy, we have successfully trained approximately 90% of our front-line staff and have provided training to other employees who play critical support roles but do not directly interact with residents, further strengthening our commitment to consistent, high-quality service across the organization. In total, we have trained approximately 1200 CGS staff. Customer Service continues to be the focus and in 2024, the first call resolution rate was 77%, up from 75% in 2023.
Government Relations Strategy	In late 2024, Greater Sudbury enhanced its government relations strategy by developing a system to track funding opportunities and policy developments. At the 2024 AMO conference, the Mayor advocated for local needs like housing, infrastructure social services and reinforcing Sudbury's priorities with key provincial leaders. In the fourth quarter of 2024 the Mayor and CAO's of Northern Ontario's 5 largest cities (NOLUM) working with StrategyCorp, finalized a set of advocacy objectives for presentation to the Province in 2025. The city is now focused on building a robust government relations framework, strengthening relationships with decision-makers, and refining internal processes to secure long-term funding and policy support.
Indigenous Relations	Indigenous engagement on key city projects is ongoing. Several sessions have taken place in the community regarding the Downtown Master Plan and the Cultural Hub in an effort to streamline communications and build relationships.

Growth & Infrastructure	
Enterprise Asset Management	<p>In December 2023, Greater Sudbury achieved the critical third milestone of the Provincial Regulation with the approval of the Enterprise Asset Management Plan (EAMP) (2023). The EAMP 2023 builds upon the EAMP 2021 of core infrastructure and now includes asset management plans for all City infrastructure.</p> <p>The next critical milestone outlined in <i>O. Reg. 588/17</i> includes:</p> <ul style="list-style-type: none"> • July 1, 2025, to approve asset management plans for all municipal infrastructure that build upon the previous requirements. This includes identification of proposed levels of service, the activities required to meet proposed levels of service, and a strategy to fund proposed activities. Work towards this milestone is ongoing and service level options will be brought forward for council input in Q1/2025 and Q2/2025 • W/WW AMP update is near complete. Update to Council will be brought forward in Q3/2025. • The update to the Financial Plan for water and wastewater services is ongoing. The study will consider the full cost for the provision of water/wastewater services leading to the recommendation of a long-range financial plan. Study to be completed in Q2 2025. • The Roads and Transportation Asset Management Plan Phase II is also continuing. Service level options will be presented to Council in Q2 2025.
Land Management Information System (PRONTO)	<p>Building Services has been using Pronto for all permits and digital workflows as of June 2023. Most recently, Planning Services launched 9 applications and workflows in Pronto on January 30th, 2025. The remaining (smaller or less frequent) Planning applications and workflows are targeting a launch in Q2 2025. Data migration from existing Planning databases will be performed throughout the second half of 2025. In addition to the above, the project team will look to begin the next phase of configuration for additional groups in the second half of 2025. Groups to be assessed include By-Law, Fire, Conservation Sudbury, and others.</p>
Housing Supply Strategy	<p>The Housing Supply Strategy was approved by Council on December 10, 2024. The strategy includes 41 action items, 13 have been completed, 19 are underway and 9 not started. Many of the actions directly align with actions the City has committed to undertaking through the Housing Accelerator Fund (HAF), including implementation of Phase 2 of the land banking strategy, to assist the City in achieving both the Provincial Housing Target and the HAF Housing Supply Growth Target and fill key gaps in the housing supply. Early in 2025, Federal Minister of Housing, Infrastructure and Communities announced that Greater Sudbury is receiving \$16M from the HAF.</p> <p>An update report will be brought to Council in late Q2, 2025 and will include an update on the status of the implementation plan, KPIs and a Terms of Reference for an External Housing Advisory Panel.</p>

Climate Action	<p>CEEP implementation ongoing in initial Phase ONE (2021-2025), including collaboration with two active working groups. An internal Climate Action Resource Team (CART) has also been established to advance key actions, such climate monitoring & reporting, and refinement of the climate lens. The CEEP and the CCCAP together represent the City's climate action response. Staff will present results of 2024 Climate Action initiatives in Q4 of 2025.</p> <p>Council approved a comprehensive motion on December 10, 2024 requesting information about a variety of climate resilience related projects which will be included in 2025 work plans.</p>
Downtown Master Plan	<p>The Downtown Sudbury Master Plan Review is well underway. Several community workshops were held in 2024 in the "Understanding" phase of the project. Now in the "Visioning" phase of the project, the next workshops are being held in February and March of 2025. Themes to be explored include adaptive re-use of buildings, investment and business attraction, tourism, homelessness, infrastructure, transit, parks, complete streets, beautification and municipal service levels. The Downtown Master Plan will be finalized in Q4 2025.</p>
Employment Land Strategy Implementation	<p>In September 2023 Council approved the Employment Land Implementation Strategy and directed staff to proceed with detailed design and preparing business cases for the four strategic employment areas that require infrastructure upgrades. Business Cases for the upgrades are being submitted as per the implementation schedule approved in September 2023, with the next one (Valley East) to be submitted for the 2025 budget deliberations.</p> <p>Construction is underway in two phases along Lasalle Boulevard East and Elisabella Street. Phase One of construction commenced summer of 2024 and is scheduled to be completed by the end of 2025. Phase Two of construction will be tendered summer of 2025. Construction of both phases is scheduled to be completed in 2027. Staff have continued to reach out to businesses in the Lasalle/Elisabella area to engage them and communicate the project scope and timelines, which has been very well received.</p> <p>A project to update the Commercial and Industrial provisions of the Zoning By-law is now underway, with funding provided by the GSDC. This work is part of the implementation of Employment Land Strategy recommendations.</p> <p>The Employment Land Community Improvement Plan (CIP) is now open and taking applications, with several proposals under review; an update on the program will be brought forward to Council in Q2 2025.</p>
Complete Streets Guidelines	<p>Staff are in the process of reviewing the final draft of the reports and will be presenting to Operations and Planning Committees in April 2025, and to Council in May 2025.</p>
Urban Forest Master Plan	<p>The draft UFMP as presented to Operations Committee in December 2024, is being presented for Council's approval in Q1 of 2025. The draft UFMP is accompanied by an implementation plan, authored in conjunction with UFMP working group.</p>

Community Development	
Capital Bed Redevelopment	<p>As of January 31, 2025, the project is 48% complete and remains on schedule. The building's structural steel framework is complete, with all floors fully erected and concrete poured. The building envelope and the roof were complete ahead of the winter months allowing for interior construction to proceed in a heated environment. Interior framing is well underway on several floors with rough-ins for electrical, mechanical, and sprinkler piping being installed. Most aluminum punch windows have also been installed. Building stairwells have been installed, balconies are installed and poured, spray foam installation is underway as well as fireproofing. Concrete curbs, walks, and base courses of asphalt paving have been installed at almost 75% of the regions to be paved.</p> <p>Renovation work inside the existing home is well underway; the existing bistro and kitchen entrance (from bistro side) has been sealed off and the new entrance hallway to the new bistro is well under construction slated for re-opening in the next two months. This work forms part of the broader plan to integrate the new wing with the existing facility, with structural reinforcements to be completed in several areas.</p> <p>Change orders to date are within contingency and are tracking to remain under budget, barring any unforeseen circumstances. The project is on track for substantial completion by mid-2026.</p>
Encampment Response	<p>The Encampment leadership and operations team have continued in the approved encampment response with a focus on risk assessment of encampment sites, while considering the human rights based approach to connecting those living unhoused with shelter and housing options. Ongoing collaboration between bylaw and social services to meet community needs from a housing and sheltering perspective continues.</p>
Roadmap to End Homelessness	<p>In Q4 2024, key action items included the extension of operating hours at CMHA – S/M Off the Street Shelter by an additional four hours and the addition of 16 shelter beds at the Elizabeth Fry Society Safe Harbour House emergency shelter, following the acquisition of 307 Cedar St and relocation of the program. In January 2025, Greater Sudbury was approved for a Homelessness and Addiction Recovery Treatment (HART) Hub through the Ministry of Health in partnership with Monarch Recovery Services, Shkgamik-Kwe Health Centre, Canadian Mental Health Association – Sudbury/Manitoulin, the City of Greater Sudbury, Northern Initiative for Social Action (NISA), and Health Sciences North, as the lead agency. A key priority for Q1 2025 will be to establish the HART Hub through provision of supportive housing at Lorraine Street and a central service hub at a downtown location to be determined.</p>

Aquatic Services and Facility Review	The Aquatic Services and Facility Review Phase One Report was presented to City Council on December 5, 2023. Community engagement sessions took place during June 2024 as part of phase two of the Aquatic Service and Facility Review. The Aquatic Service and Facility Review final report was presented at the October 8, 2024, City Council meeting. Resolution CC2024-230 – Council direction was to issue an RFP for a Feasibility Study in 2025.
Affordable Housing - Sparks and Lorraine Street	Sparks Street received an occupancy permit on November 30, 2024, and tenants began moving in January 2025. Third party Commissioning Agents are currently reviewing all relevant documentation to ensure that the Lorraine Street site meets provincial codes. Occupancy for Lorraine Street will be April 2025.
Social Housing Revitalization	Net proceeds of \$14.4 Million, have been generated from the sale of vacant single-family houses and transferred to the Social Housing Capital Reserve Fund to be used to revitalize the community housing portfolio. Housing Operations has continued to identify vacant properties available to be sold and severed if required. Five properties have been approved to sell to Raising the Roof in 2025.
Battery Electric Bus Feasibility Study and Fleet Transit Plan	The City of Greater Sudbury completed a feasibility study of battery electric buses and a related transition plan. This project's scope anticipates the completion of Route Modelling and Schedule Optimization, Facility Assessment, and a Full Fleet Electrification Plan for Transit Services. Staff are currently reviewing a Transit Fleet Zero Emission Transition Plan, which will be reported to Council in Q1 2025.
Community Safety	
Community Safety Station Revitalization Project	Consultant (Salter Pilon Architecture) has updated the project team with its project vision, baseline schedules and has commenced with the five (5) stations site due diligence and programming evaluations. Through Q1 2025, the project team will be conducting stakeholder engagement sessions, collecting site investigation data for location considerations and continuing with schematic design.
Corporate Services	
iCARE Project	The iCARE project team has completed the current state analysis of the organizations existing health and safety systems and have finalized the Elements that will create the standard. The current state analysis identifies areas of focus, ensuring the development of the standard aligns with the health and safety needs of the organization and will inform the change management strategy and technology requirements for the standard. Through Q1/Q2 of 2025, the change management strategy will be finalized, detailed development of the standard will continue and the technology needs for the standard will be assessed. Recommended solutions for technology, training and resources will be developed through Q3/Q4 of 2025.
HR Process Enhancement Project (PEP)	The goal of HR PEP is to make HR processes easy to use and more efficient. Based on further exploration of results and resource availability, project work around adapting forms to the PeopleSoft environment is underway. This work will start in late Q1 2025 and is anticipated to be completed by Q3 2025.
Long Range Financial Plan for Water/Wastewater	Consultant (BMA) has provided first version of the draft report and staff are currently in the process of reviewing. Final draft report is on target for completion in Q3 2025 with final report and presentation to Council expected in Q3 2025 prior to budget deliberations for the 2026-2027 budget.
Development Charges Background Study	This work is complete. The Development Charges Background Study has been presented to Finance and Administration Committee on April 23, 2024. A public input session was held May 14, 2024 and staff received direction for alternative rates for the by-law. The by-law was approved by committee on June 25, 2024 that took effect on July 1, 2024.

Service Based Budgeting	Plans are on track to deliver a service-based budget as part of the 2026-2027 budget process. The approach to translate the organizationally structured ledger of accounts to a service-based structure has been established. Technology tools to support the process are in development. Workshops are in progress to confirm the data mapping. Engagement with service owners in Q2 of 2025 will validate and refine the resulting service-based reporting.
Digital Strategy	The project is in progress. It has completed the Discovery phase which collected input and addressed our current levels of digital service delivery. It is now in the Strategize phase to define guiding approaches to continuously improve our digital service delivery levels over the next 5 years. The strategy will be completed with a report to Council in Q2 2025. Staff are looking forward to engaging with members of Council to take direction about the priority services to be offered digitally moving forward.