

2019–2027 CITY OF GREATER SUDBURY STRATEGIC PLAN

INTRODUCTION

Greater Sudbury is geographically the largest city in Ontario and the most populous in northern Ontario with over 160,000 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 our trio of outstanding post-secondary institutions including Laurentian University, Cambrian College and Collège Boréal, 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. Located within the traditional lands of the First Nations and Métis Peoples, our community is in the Robinson-Huron Treaty area that is the traditional territory of the Anishnawbek and the Métis. We are home to the third-largest French-speaking population in Canada outside of Quebec 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 it does not reflect all of the City's responsibilities to its citizens 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:

A centre of excellence and opportunity – a vibrant community of communities living together.

"OUR VALUES:

1. Innovation

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

2. Integrity

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

3. Respect

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

4. Foresight

We act today in the interests of tomorrow.

5. Trust

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

6. Compassion

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

STRATEGIC OBJECTIVES AND GOALS

1. 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 snow plows, 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. 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

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

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

1.4 Reinforce Infrastructure for New Development

1.5 Demonstrate Innovation and Cost-Effective Service Delivery

2. Business Attraction, Development and Retention

This goal speaks to Council's priorities to foster economic activity within the private sector, with a focus on job creation and assessment growth. This is advanced by supporting existing businesses, making municipal services efficient and accessible, facilitating partnerships with private industry, and hosting promotional activities to attract targeted sectors. These initiatives make Greater Sudbury an attractive place to do business, signaling that we welcome businesses and enable them to thrive. Whether a business is considering Greater Sudbury as a new home or an existing local company is looking to expand, there is a local government that will support them.

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

2.2 Position Greater Sudbury as the Global Leader in Mining and Mining Supply/Service Innovation

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

- 2.4 Revitalize our Town Centres, nodes and corridors with Public Investment that Supports and Leverages Private Investment

3. 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 encouraging action today in the interests of tomorrow.

- 3.1 Support Ecological Sustainability
- 3.2 Develop and Strengthen Strategies and Policies to Mitigate Impact of Climate Change
- 3.4 Build Climate Resiliency into Existing Programs

4. Economic Capacity and Investment Readiness

This objective reflects Council's desire to "prepare the ground" for economic growth across the community. As northern Ontario's largest city and a hub for education, healthcare and employment, we must undertake initiatives that ensure the city maintains its resiliency and competitiveness. This will be achieved through investment in our people and resources, and collaboration with other public sector agencies and senior levels of government. This will enable the City to advance initiatives to sustain our great quality of life and increase our capacity to respond to new opportunities.

- 4.1 Review Key Core Services and Service Levels
- 4.2 Leverage Greater Sudbury's Public Sector Assets and Intergovernmental Partnerships to Generate New Economic Activity
- 4.3 Build on Opportunities Resulting from Our Clustered Network of Health and Education Institutions
- 4.4 Invest in Transformative Facilities, Spaces and Infrastructure Initiatives that Support Economic Activity
- 4.5 Support the Attraction, Integration and Retention of a Highly Skilled Workforce
- 4.6 Develop Strategies to Support Indigenous Economic Development Partnerships and Opportunities

4.7 Launch New Initiatives to Attract and Retain More Newcomers for Integration into New Economic Development Partnerships and Opportunities

5. Housing

This goal reflects Council's desire for all citizens, especially vulnerable populations, to have access to safe, affordable, attainable and suitable housing options in the City of 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 a senior who wants to enjoy a comfortable lifestyle, we want you to find a place in our city.

5.1 Expand Affordable and Attainable Housing Options

5.2 Revitalize and Improve Existing Housing Stock

5.3 Develop and Promote Solutions to Support Existing Housing Choices

5.4 Solidify the City's Role in Greater Sudbury Housing Operations

6. Create a Healthier 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 transportation 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.

6.1 Advance Population Health Agenda

6.2 Invest in Infrastructure to Support Community Recreation with a Focus on Quality of Life

6.3 Strengthen Indigenous Relations Towards Reconciliation

6.4 Work with Health Stakeholders to Determine Appropriate Role in Local Health Team Development

6.5 Build Community Pride through Internal and External Promotion of the City

7. Strengthen Community Vibrancy

Vibrancy is the collection of policies, activities and investments that create a ‘sense of place’ and makes Greater Sudbury distinct. Vibrancy is the result of efforts to make positive contributions to lifestyles and economic activity provided by community amenities, events, facilities and municipal policies. 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. 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.

7.1 Develop a Public Art Implementation Plan

7.2 Develop and implement policies, practices and enabling technologies that encourage meaningful citizen engagement at the neighbourhood and community level

7.3 Strengthen the framework of programs that support the artistic, cultural and creative expression of local citizens and groups

7.4 Review the Official Plan and other corporate policies to ensure they are appropriately aligned with the strategic objective of community vibrancy

7.5 Where relevant, incorporate the objective of community vibrancy into the development of new municipal facilities and infrastructure.

STRATEGIC INITIATIVES

1. Asset Management and Service Excellence

1.1 Optimize Asset Service Life through the Establishment of Maintenance Plans

- A. Continue the evolution of the organization's asset management and benchmarking initiatives to improve service performance, reduce enterprise risk and strengthen business planning
- B. 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.

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

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

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

- A. Create a community intergovernmental relations team to monitor and advocate for Greater Sudbury's interests
- B. Identify options and support related efforts throughout the municipal sector to secure new revenue tools for municipalities
- C. Ensure government relations and networking efforts are deliberate and follow plans designed to help support Council's vision
- D. Continue to develop partnerships with local First Nations groups and Indigenous citizen groups to support the achievement of community infrastructure goals

1.4 Reinforce Infrastructure for New Development

- A. Develop an employment land strategy and community improvement plan that links infrastructure and economic development and ensures that the City has an adequate supply of serviced employment land and incentive framework in place to stimulate investment, development and job creation.
- B. Ensure the City has an adequate supply of serviced employment land and incentive framework in place to stimulate investment, development and job creation
- C. Ensure a balance in economic development focus including regional business development and continued pursuit of large-scale inbound investment.
- D. Prioritize economic development opportunities in our operating and capital project choices
- E. Complete a Community Safety Station revitalization review to address the long-term fiscal and operational sustainability of the facilities

1.5 Demonstrate Innovation and Cost-Effective Service Delivery

- A. Develop a program of regular service reviews that examine options for improving service levels and/or reducing the City's net costs
- B. Implement the Transit Action Plan in 2019 and continue efforts to expand ridership through innovative and responsive system improvements
- C. Replace the City's Customer Relationship Management (CRM) system
- D. Maximize the benefits of technology in the City's service delivery processes, in accordance with the City's IT Strategy, to improve the service experience for citizens, customers, and employees
- E. 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
- F. Implement the City's Customer Service Strategy including regular reporting associated with customer service standards
- G. Implement the City's Communications Strategic Plan, including a review of communication programs to maximize effectiveness
- H. Develop and implement a human capital management plan

2. Business Attraction, Development and Retention

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

- A. Manage development fees to make Greater Sudbury a competitive place to establish or grow a business
- B. Invite and encourage private sector proposals for collaborative projects
- C. Work with existing employers to grow businesses by attracting new employees and supporting existing businesses
- D. Pilot large-scale entrepreneurship skills development and attraction strategy by leveraging the Regional Business Centre collaboration network and resources
- E. Support the establishment of the Downtown Business Incubator, a physical space and associated programming to help new business startups launch and scale-up
- F. Promote new development in agriculture and aquaculture opportunities

2.2 Position Greater Sudbury as the Global Leader in Mining and Mining Supply/Service Innovation

- A. Market and invest in Greater Sudbury as the global centre for mining innovation and mining supply and service expertise
- B. Build strong relationships with the Mining and Mining Supply and Services Sectors to ensure that our business systems and infrastructure meet the needs of these sectors
- C. Create plans that leverage the full capacity of the Greater Sudbury and Northern Ontario Mining Cluster to support further integration and expansion
- D. Further develop and share Greater Sudbury's successes with regreening experience and expertise in remediation of water sources and land

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

- A. 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
- B. Continue to implement the Land Information Management System, which will transform the development and building permit approval processes
- C. Support and monitor the effectiveness of the new Development Ambassador pilot program and make recommendations for improvements in 2021
- D. Complete the Development Fee Review Study to define an appropriate fee structure for planning applications

- E. Continue the development of enterprise-wide customer service standards, training, and tools to support enhanced business application practices

2.4 Revitalize Downtown Sudbury with Public Investment that Supports and Leverages Private Investment

- A. Update and implement the Downtown Master Plan
- B. Complete the existing nodes and corridors strategy to ensure that strategic centres and corridors are ready for investment that complements transit and active transportation strategies
- C. Update the Brownfield Strategy and Community Improvement Plan, Downtown Community Improvement Plan, Town Centre Community Improvement Plans and Affordable Housing Community Improvement Plans

3. Climate Change

3.1 Support Ecological Sustainability

- A. Ensure appropriate and financially sustainable policies are developed to protect and enhance the natural environment, protect natural heritage resources, and promote safe and respectful use of natural resources
- B. 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

3.2 Develop and Strengthen Strategies and Policies to Mitigate Impact of Climate Change

- A. Complete and implement Community Energy and Emissions Plan that will provide guidance to reduce greenhouse gas emissions
- B. 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, ice storms and heavy winds

3.4 Build Climate Resiliency into Existing Programs

- A. Review and update urban wildland fire guidelines
- B. Review and update stormwater guidelines
- C. Establish an infrastructure sustainability panel to provide advice and support decisions regarding changes or investments in our infrastructure to achieve greater levels of sustainability
- D. Strengthen/prioritize emergency response and preparedness, both by the City and by citizens themselves

4. Economic Capacity and Investment Readiness

4.1 Review Key Core Services and Service Levels

- A. Conduct a core services and service level review
- B. Maintain a long-range financial plan that enables the City to anticipate and respond to emerging issues and changes in its operating environment

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

- A. Identify increased opportunities for collaboration and cooperative partnerships between both private and public sector
- B. Ensure municipal capital project priorities appropriately consider economic impacts and the potential for private development
- C. Encourage immigration in conjunction with Federal and Provincial programs

4.3 Build on Opportunities Resulting from our Clustered Network of Health and Education Institutions

- A. Establish strong ties and strategic initiatives with the educational and health care institutions and plans to promote their sustained growth
- B. Market and invest in Greater Sudbury as a centre of healthcare, healthcare technology, and healthcare innovation

4.4 Invest in Transformative Facilities, Spaces and Infrastructure Initiatives that support Economic Activity

- A. Continue implementation of Council's Large Projects, including the Junction, the Kingsway Entertainment District and Place des Arts.
- B. Highlight major infrastructure projects
- C. Ensure water/wastewater infrastructure demonstrates high-quality, progressive policies, compliance with all provincial regulations and a sustainable financing plan
- D. Support private, Provincial and Federal programs to improve rural broadband

4.5 Support the Attraction, Integration and Retention of a Highly Skilled Workforce

- A. Mobilize public and private resources to address current skills gap and future workforce needs
- B. Develop a talent attraction and retention strategy, to ensure we are basing our actions on data and best practices.
- C. Pilot large-scale entrepreneurship skills development and attraction strategy
- D. Undertake targeted communications strategies in major centres of the province/nation to attract enterprise and workforce

4.6 Develop Strategies to Support Indigenous Economic Development Partnerships and Opportunities

- A. Continue regular dialogue with Atikameksheng Anishnawbek and Wahnapiatae First Nations
- B. Develop and implement mechanisms to support continued participation of Indigenous and First Nations communities in the economic vitality of the community

4.7 Launch New Initiatives to Attract and Retain More Newcomers for Integration into New Economic Development Partnerships and Opportunities

- A. Encourage migrants from other countries and other parts of Canada to settle here
- B. Tie immigration to talent attraction efforts
- C. Invest in newcomer and multicultural settlement initiatives
- D. Continue to recognize the economic and cultural strength of the local Francophone community and explore partnerships and programs that support its growth
- E. 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
- F. Implement strategic marketing campaigns targeted at people who visit Greater Sudbury, as well as people considering settling in the community

5. Housing

5.1 Expand Affordable and Attainable Housing Options

- A. Continue to strengthen local partnerships to address vulnerable populations and advocate for increased provincial and federal support
- B. 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.
- C. Develop a municipal affordable housing land strategy and a surplus school evaluation strategy.

5.2 Revitalize and Improve Existing Housing Stock

- A. Advance social housing revitalization plan
- B. Support deconcentration of affordable housing

5.3 Develop and Promote Solutions to Support Existing Housing Choices

- A. Improve services/housing for all those living or seeking to live in Greater Sudbury
- B. Encourage retirement residences in our town centres as part of the nodes and corridors strategy.
- C. Develop our capacity to be an age-friendly community by providing services to keep people in their home, like community paramedicine programs, and supporting equitable access to transportation

5.4 Solidify the City's Role in Greater Sudbury Housing Operations

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

6. Create a Healthier Community

6.1 Advance Population Health Agenda

- A. 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
- B. Deliver City-led goals from Population Health Call to Action 2018-2028, including implementing the Age-Friendly Strategy and ensuring accessibility
- C. Achieve Compassionate City Designation
- D. Encourage volunteerism in our community
- E. Enhance the effectiveness of our community-based response to support people supporting individuals experiencing addictions and mental wellness challenges
- F. Develop community paramedic programs to meet the needs of vulnerable populations and reduce emergency responses and hospital admissions
- G. Review the feedback report provided by Share the Road Cycling Coalition when the City received its Bronze award and prepare a report that includes costs describing a plan to attain “Silver Bicycle Friendly Community” status

6.2 Invest in Infrastructure to Support Community Recreation with Focus on Quality of Life

- A. Promote Greater Sudbury as a great northern lifestyle alternative for workers regardless of where the company they work for is located
- B. Celebrate the successes of the municipality and our employees
- C. 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
- D. Maintain the Arts and Culture grant program to support and leverage a thriving cultural sector
- E. 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

6.3 Strengthen Indigenous Relations Towards Reconciliation

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

6.4 Work with Health Stakeholders to Determine Appropriate Role in Local Health Team Development

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

6.5 Build Community Pride through Internal and External Promotion of the City

- A. Implement a campaign to recognize and celebrate the strengths of the City
- B. Support a local culture of embracing the different lifestyles available (urban, suburban and rural) that make up Greater Sudbury
- C. Promote the unique nature and value of our quality of life
- D. Develop a community engagement framework and strategy that focus on ensuring consistent and authentic engagement opportunities for citizens
- E. Develop a global brand depicting a community growing on the basis of science, technology, prosperity and wellness

7. Strengthen Community Vibrancy

7.1 Develop a Public Art Implementation Plan

7.2 Develop and implement policies, practices and enabling technologies that encourage meaningful citizen engagement at the neighbourhood and community level

7.3 Strengthen the framework of programs that support the artistic, cultural and creative expression of local citizens and groups

7.4 Review the Official Plan and other corporate policies to ensure they are appropriately aligned with the strategic objective of community vibrancy

7.5 Where relevant, incorporate the objective of community vibrancy into the development of new municipal facilities and infrastructure.