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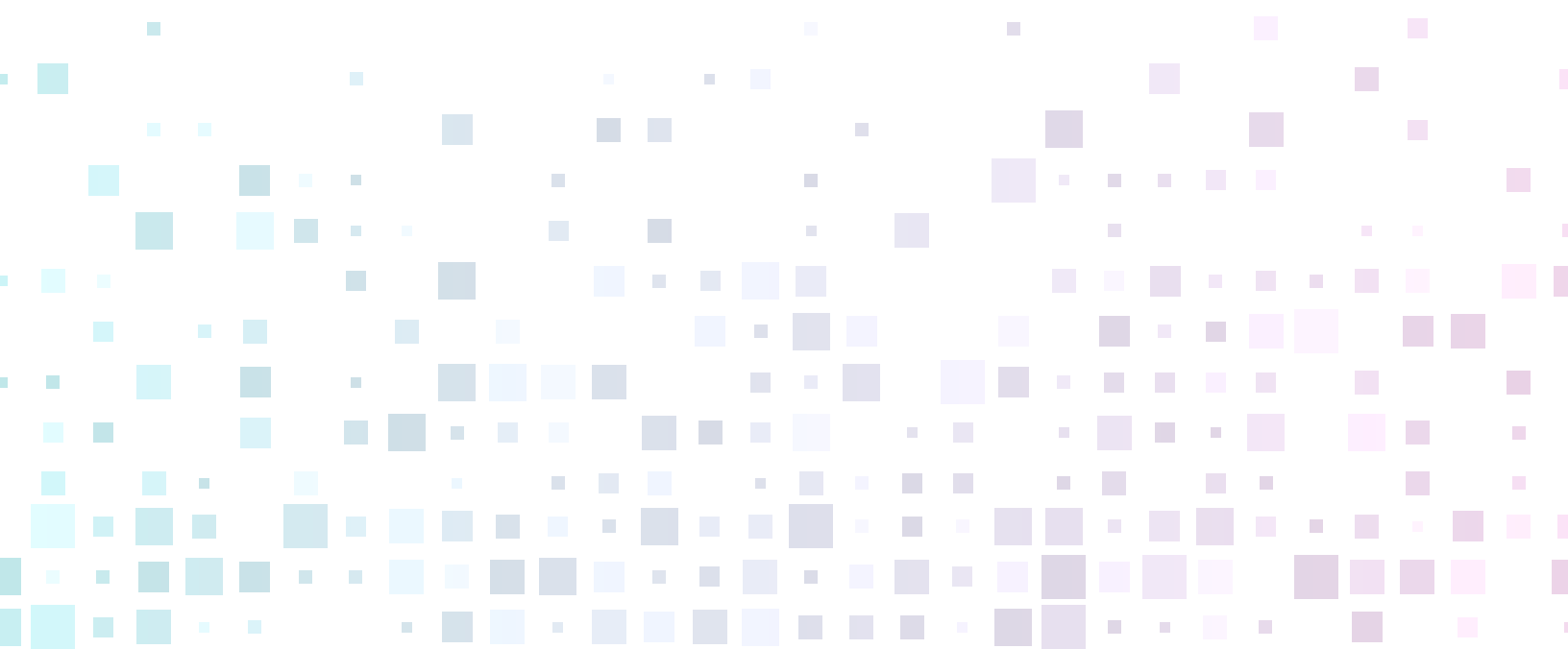
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Inclusive, Modern and Reliable Services



Budget

2023





Message from the CAO

Mayor Lefebvre and Members of Council,

The proposed 2023 budget is designed to fulfill several outcomes. Recognizing that municipal services shape the environment residents rely on to fulfill their lifestyle needs and that businesses require to achieve their goals, the City of Greater Sudbury's budget presents significant opportunity for achieving positive outcomes.

In the second quarter of 2022, City Council provided directions to guide our budget preparation. These directions included expectations that service levels should generally look like the ones we provide now and that changes in taxation, if required, should not be greater than 3.7 per cent over 2022 taxation levels. This is below the level of general inflationary increases experienced throughout the economy, including within the municipal sector.

Where we identified a change in resources or service level, Council directed us to prepare business cases that would be voted upon before they would be included in the 2023 budget. You asked our service partners – entities funded at least in part by municipal taxes but controlled by separate Boards of Directors – to follow the same funding guideline.

Within the proposed 2023 budget, municipal services have a 2.6 per cent tax levy change in 2023, while service partners, excluding the Greater Sudbury Police Service, have an additional 0.3 per cent tax levy change. The Greater Sudbury Police Services Board approved a budget greater than the guideline requested by City Council, requiring a further 1.2 per cent tax levy change. While this results in a potential levy change that is 0.4 per cent higher than the 3.7 per cent guideline, staff identified options for service adjustments that could bring the total budget within the 3.7 per cent direction originally set by City Council. Presented as business cases, these options for service adjustments would need to be approved by City Council to be included in the 2023 budget.

The proposed operating budget is \$701 million. This includes costs for supporting municipal services and service partners. Noteworthy features of the operating budget include continued emphasis on road maintenance and renewal, continued support for supervised consumption and supportive housing services, investments in affordable housing and continuing the corporation's track record of service innovation with the implementation of multi-year process improvement projects, such as the Land Management Information System and the full rollout of the corporation's time and activity reporting system, known as COMPASS.

You delegated authority to staff to incorporate any service change worth less than \$100,000. Staff did not exercise that authority, despite the availability of eligible changes that are worthy of consideration, because the financial resources required to sustain such changes were not available.

City Council considered service changes at its November 8 meeting. It directed that all proposals for service change be presented as business cases in the proposed budget for further deliberation. Business cases with a combined value of \$6.5 million are presented with the proposed budget, but are not yet part of the draft plan. The Finance and Administration Committee will need to vote business cases into the budget during its upcoming meetings if it wants them to be part of our service plans in 2023.



The proposed 2023 capital budget is \$155 million. Emphasis is on asset renewal and continuing the work required to advance the multi-year projects approved in prior periods, especially roads. Over \$50 million of the proposed capital budget is for roads and drainage projects. Other noteworthy features include facility renewal work and new active transportation infrastructure.

Notwithstanding the improvements that will be produced by the proposed capital budget, there are known, unmet asset renewal needs that require additional funding to address. Like most municipalities, Greater Sudbury historically underinvested in asset maintenance and renewal. Staff propose including a special capital levy to accelerate asset replacements/renewal and avoid unplanned maintenance or repair costs.

This document also includes the proposed 2023 Water and Wastewater budgets. Unlike the other services described here, water and wastewater services are 100 per cent user rate supported and do not require a property tax subsidy. In accordance with the approved Long-term Financial Plan, the proposed budget includes a rate increase of 4.8 per cent. This reflects investments in asset renewal, repair and maintenance needed to keep the system sustainable.

As described in this document in more detail, Greater Sudbury’s economy is performing well and the municipal corporation’s financial condition is strong. By any objective measure, Greater Sudbury has the conditions and potential to realize the desired outcomes Council described in its Strategic Plan.

Realizing this potential requires support from a budget that accurately reflects the links between services, service levels and costs. Our operating environment continues to be exposed to extraordinary cost changes, significant uncertainty affecting supply chains, a tight labour supply and the risk of further extraordinary adjustments to operations remains high. I thank members of Council for trusting staff with the significant resources required to fulfill the city’s service needs, and for their support throughout the year. I also thank staff for the continued attention, dedication and commitment they offer to our city every day.

We are all focused on producing results that make people’s lives better and offer the best possible environment for businesses to succeed. I am proud of the work my team produces and their daily commitment to serving the community in which we all live, work and play.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Ed Archer', with a long horizontal stroke extending to the right.

Ed Archer
Chief Administrative Officer
City of Greater Sudbury



Greater Sudbury City Council (2022-2026)

Greater Sudbury City Council is the decision-making body for the Corporation of the City of Greater Sudbury. It makes decisions about municipal services and service levels and determines how these are provided to residents.

Our Council is composed of the Mayor, who represents the city as a whole, and 12 Councillors, each of whom represents a ward, or geographic area, of the community.

Council and Committee agendas, minutes and live meeting broadcasts can be found at greatersudbury.ca/agendas.

Paul Lefebvre, Mayor



René Lapierre, Ward 6



Natalie Labbé, Ward 7



Gerry Montpellier, Ward 3



Michel Parent, Ward 5



Al Sizer, Ward 8



Pauline Fortin, Ward 4



Jocelyne Landry-Altman, Ward 12



Bill Leduc, Ward 11



Mark Signoretti, Ward 1



Fern Cormier, Ward 10



Michael Vagnini, Ward 2



Deb McIntosh, Ward 9



Executive Leadership Team

The Chief Administrative Officer (CAO) ensures the successful implementation of Council's decisions and leads the administration of the organization. Supported by an Executive Co-ordinator, the CAO works with a team of executive leaders. There are four General Managers accountable for four City departments: Corporate Services, Community Development, Community Safety and Growth and Infrastructure. Each General Manager reports directly to the CAO and they, along with the Executive Co-ordinator and key advisory positions that include Communications, Economic Development and Strategic Initiatives, make up the organization's Executive Leadership Team (ELT).





Dynamic Earth Big Nickel

145,000 seedlings planted on 410 hectares of land

33 business registrations and 23 business startups supported

32,750 calls for service responded to by paramedics

Where Do Your Taxes Go?

The City of Greater Sudbury is a single-tier municipality, which means it is responsible for all municipal services and assumes all responsibilities set out under the Municipal Act and other provincial legislation. As such, the City is responsible for building and maintaining all infrastructure and assets, and providing all municipal services, including fire and paramedic services, water and wastewater, and numerous others, throughout its 3,228 square kilometres. The City operates 35 different services, each one important to members of our community and a key part in the delivery of Council's strategic priorities.

The City's service areas, along with performance indicators for each, are included in the business plans and services overview section of this document.

Collège Boréal



82% of development applications meet Planning Act timeframes

60% utilization rate for directly provided registered recreation programs

McEwen School of Architecture

150 enterprise data sets maintained and 19 self-service applications to improve customer service

299 Regulated child care spaces in municipality per 1,000 children (12 and under)

3,744 noise, property standards, yard maintenance and zoning bylaw complaints per 100,000

Health Sciences North



40.3% of social housing waiting list placed

170,000 potholes repaired in conformance with Municipal Maintenance Standards (MMS)

Science North

Northern Ontario School of Medicine

2,091

permit applications reviewed (including architectural, structural, mechanical and engineering drawings)

34,417

tonnes of solid waste and litter collected

4,325

hours of play field time booked

Cambrian College

4,974

incidents responded to by Fire Services

47%

of residential solid waste diverted (single and multi-residential)

3.5 million passenger trips provided

98%

occupancy rate at Pioneer Manor with approximately 134 new resident admissions

Tom Davies Square

74%

per cent of bridges, culverts and viaducts rated as good to very good condition

10,500

hours of financial support and analysis related to internal/external reporting and budgeting

22,500

approximate Provincial Offences Act Part 1, 2 and 3 charges processed

Bridge of Nations

\$673

total operating cost of wastewater treatment/disposal per megalitre treated

180,000

calls to 311 answered with an average work effort of 3.5 minutes

19

film productions serviced

Laurentian University



Our Mission

Our Vision

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.

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





Our Values

Trust

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

Innovation

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

Respect

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

Integrity

We act today in the interests of tomorrow.

Foresight

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.



Look for these icons throughout the budget to see how we are putting the Strategic Plan into action.

Strategic Plan

Council approved the 2019-2027 City of Greater Sudbury Strategic Plan to guide decisions about the city’s evolution. The plan was developed with feedback from numerous stakeholder groups and includes seven goals, each with specific initiatives reflected in annual workplans.

On January 10, 2023, the new term of City Council participated in a session to ensure the current Strategic Plan is still reflective of community and organizational needs. A draft revised Strategic Plan will be presented to City Council in Q1 of 2023.



1.0 Asset Management and Service Excellence

- 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



2.0 Business Attraction, Development and Retention

- 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



3.0 Climate Change

- 3.1 Support ecological sustainability
- 3.2 Develop and strengthen strategies and policies to mitigate impact of climate change
- 3.3 Build climate resiliency into existing programs



4.0 Economic Capacity and Investment Readiness

- 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



5.0 Housing

- 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



6.0 Create a Healthier Community

- 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 toward 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



7.0 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 residents 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

Plans that Shape our Decisions

The 2019-2027 City of Greater Sudbury Strategic Plan highlights the key priorities and direction of the municipality. The Strategic Plan along with other guiding documents, inform staff recommendations and the decisions being made by Council.

In 2023, aligned with the new term of Council, a review of the Strategic Plan is scheduled to take place. This review will allow City Council the opportunity to ensure that priorities and related goals are still reflective of the needs of the community.

Guiding documents support various goals of the Strategic Plan and provide a roadmap to help achieve priorities, ensure sustainability and develop improved processes as the City grows.

To view details of the plans that shape our decisions, visit greatersudbury.ca/plans.

Strategic Plan Goals

Asset Management and Service Excellence



Long-Term Financial Plan

Customer Service Strategy

Business Attraction, Development and Retention



Official Plan

Climate Change



Community Energy and Emissions Plan (CEEP)

Economic Capacity and Investment Readiness



From the Ground Up - A Community Economic Development Plan

Create a Healthier Community



Population Health: A Call to Action 2018-2028

Housing



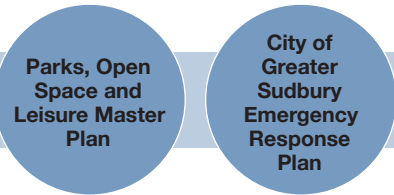
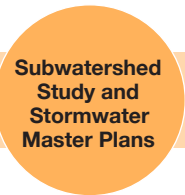
Housing Revitalization Plan

Strengthen Community Vibrancy



From the Ground Up - A Community Economic Development Plan





Community Engagement

A key component of developing the budget is hearing from the community. Public engagement ensures interested residents have the opportunity to provide their input on budget priorities, and review, understand and provide feedback on the proposed budget. This information is essential for demonstrating community views are reflected and available to City Council as they undertake budget deliberations.



Budget Engagement

Public engagement opportunities were available for five weeks, between November 1 and December 6, 2022. This included an online survey and ideas tool available at overtoyou.greatersudbury.ca and paper surveys available at all public libraries, Citizen Service Centres and the One-Stop Services at Tom Davies Square. Individuals who were unable to access the survey online or in person were also able to call 311 to complete a survey over the phone. Residents were able to learn more about the budget, the overall process, and share feedback on spending priorities and desired service levels.

The 2023 budget project page on Over to You also provided an opportunity to use the City's tax calculator to see a breakdown of what portion of their taxes support various service areas. Residents could enter their address or roll number and find their total taxes for the year, with a to-the-penny breakdown of how much goes toward education and how much goes toward the different municipal service areas.

Upcoming Budget Engagement

Additional budget public engagement opportunities will be held in early 2023. Once the proposed budget is tabled to Council in January, staff will host virtual open houses. These sessions will be open to the public and include a presentation on the budget, along with a question and answer period to encourage two-way dialogue with residents.

How Public Feedback is Used

All submissions collected through the public engagement process are shared with City Council before budget deliberations begin, to ensure community input and feedback is a part of their decision-making process.





Community Action Networks (CANs)

The City of Greater Sudbury recognizes the importance of engaging community groups in its priority of strengthening community vibrancy. Community Action Networks (CANs) are an important part of this as they create opportunities for broader engagement and work collaboratively with residents and other groups to advocate for positive change, to the benefit of the community. They also support the City’s population health and well-being priorities by creating a culture of understanding and support and a welcoming community for all ages, encouraging resiliency of individuals in neighbourhoods, play for all ages and healthy streets.

After being restricted by the COVID-19 pandemic, CANs are now back to work fostering civic engagement and encouraging public participation to bring people together and help build strong communities.

Current CANs include:

Azilda	Coniston	Flour Mill	Onaping Falls	Uptown	Ward One
Capreol	Copper Cliff	Garson/ Falconbridge	South End	Valley East	Ward Eight
Chelmsford	Donovan/ Elm West	Kingsmount- Bell Park		Walden	Ward 12 – New Sudbury
		Minnow Lake			

Pending:

- Dowling
- Levack





Population Health

Strengthening quality of life and place is a priority of Council. Many variables come into play to build a community that is inclusive, resilient and sustainable, but the foundation rests with the well-being of individuals. The priorities identified by community leaders and residents in 2018 identified that population health, community safety and well-being are fundamental to achieve progress.

Population Health, Community Safety & Well-Being Plan

Through an integrated and collaborative approach with community partners, the City is committed to improving local supports, programs and services that benefit our residents, recognizing the need for a concerted effort to address complex social issues. Community collaborations have been in place since 2005, and have included a Healthy Community Initiative, the development of community-specific Population Health Calls to Action, and most recently, the development of a Population Health, Community Safety and Well-Being Plan as mandated by the Province.

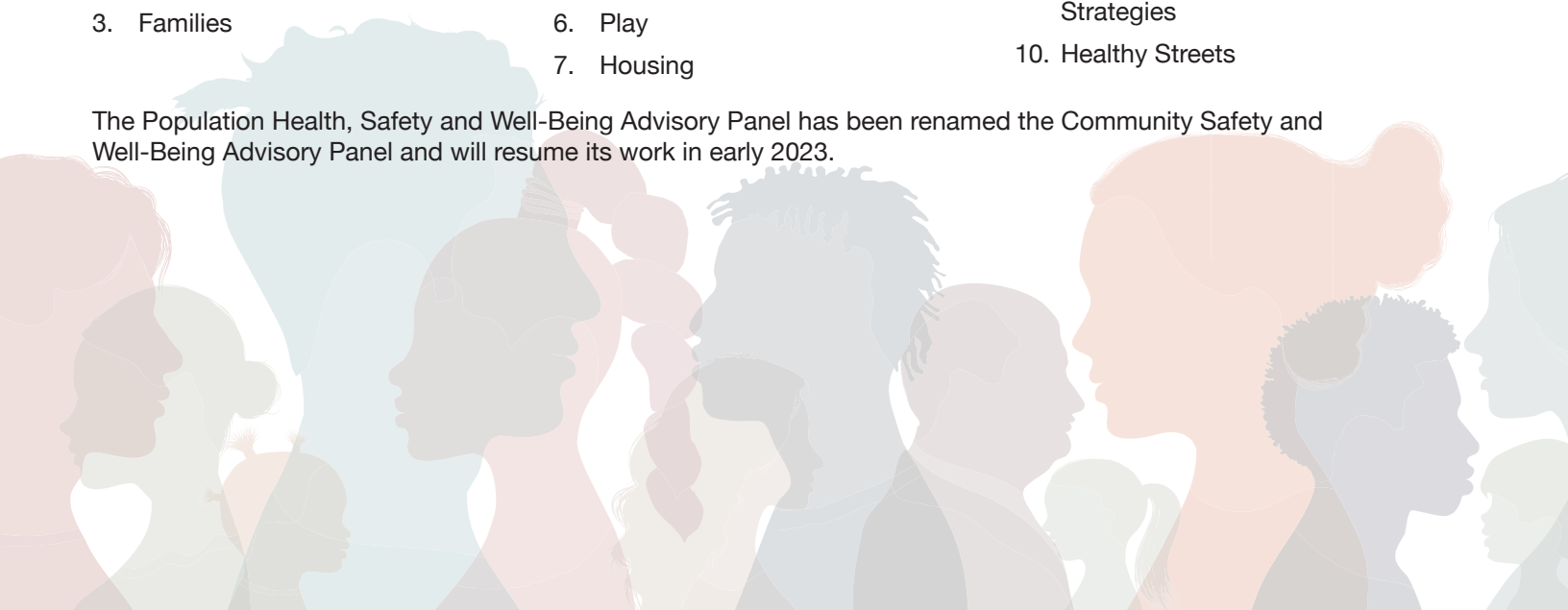
The Plan was developed by the Population Health, Safety and Well-Being (PHSWB) Advisory Panel, through a focus on the Calls to Action developed from population health engagement sessions in 2017, the City of Greater Sudbury Strategic Plan and several community consultations. The Plan is grounded in local leadership, meaningful multi-sector collaboration and includes responses that are community focused and rooted in evidence-based findings and community-provided solutions.

The Plan's goal is to act in an upstream manner and recognize the impacts caused by the social determinants of health on the safety and well-being of our community. The Plan empowers residents to aspire to a community that is resilient and compassionate, where people feel safe and supported. People from across our community shared their stories, which are incorporated into the Plan. Several community agencies and residents contributed to this Plan, and it reflects the community's collaborative Calls to Action. Partners also recognize that community safety and well-being is a shared responsibility which focuses on key priorities and risk areas, while identifying strategies to reduce impact not only on the community at large, but on individuals.

The official PHSWB Plan and ten priorities have been endorsed by City Council, and it was then submitted to the Solicitor General for the Province of Ontario on June 30, 2021. Priorities include:

- | | | |
|---------------|---------------------------------|--------------------------------------|
| 1. Indigenous | 4. Mental Health and Addictions | 8. Holistic Health |
| 2. Resiliency | 5. Compassionate City | 9. Age-Friendly Community Strategies |
| 3. Families | 6. Play | 10. Healthy Streets |
| | 7. Housing | |

The Population Health, Safety and Well-Being Advisory Panel has been renamed the Community Safety and Well-Being Advisory Panel and will resume its work in early 2023.





Economic Recovery after COVID-19

As pandemic restrictions were lifted, the City of Greater Sudbury continued to implement the Economic Recovery Strategic Plan. Recovery from COVID-19 will have minimal to no impact on the 2023 budget.

Greater Sudbury continues to experience economic growth as the City continues to action the Economic Recovery Plan, collaborating with community partners to support the plan's key priorities.

In 2022, many municipal programs and services have returned to pre-pandemic levels. Over the course of the pandemic, transit ridership decreased with many continuing to work remotely. Staff continue to analyze transportation patterns and actively pursue innovative ways to source service improvements and efficiencies to retain and increase ridership.

We continue to work with partners on downtown Sudbury economic recovery, supporting key initiatives such as the opening of Place des Arts, the Greater Sudbury Market returning to Elgin Street and the patio program.

The opening of the Innovation Quarters/Quartier de l'innovation supports many entrepreneurs and downtown recovery. In collaboration with the Regional Business Centre, NORCAT and the Chamber of Commerce, the new space is hosting workshops and programs for up-and-coming entrepreneurs.

The City continues to support and attract new businesses as we see strong economic growth across many sectors. City Council approved the Employment Land Strategy and directed staff to prepare the Implementation Plan. In addition, Council adopted the Strategic Core Areas Community Improvement Plan (CIP) to help revitalize areas of the city through programs, grants and incentives.

Developing and growing our workforce to address labour shortages is a priority of the Recovery Plan. The Rural and Northern Immigration Pilot (RNIP) continues to support population growth by accepting over 265 applications in 2022, with new applications coming in daily.

The return of the Greater Sudbury film and television sector continues to be an important economic driver. The industry attracts talented and creative people to Greater Sudbury, resulting in jobs that help them stay in the north. In 2022, more than 19 productions filmed in Greater Sudbury. Three of these were feature films with an economic impact of \$18.2 million.



Community Projects



Water Meter Replacement and Upgrade Program Continues

The City of Greater Sudbury is in the midst of a multi-year project to upgrade and replace water meters in every home and business to modernize the technology of municipal water delivery. The new technology will connect meters to outdoor transmitters that will send readings wirelessly and directly to Greater Sudbury Utilities. Work has been completed in Wards 1, 8, 10, 11 and 12, and is currently underway in Wards 3, 4, 5 and 6. Installations in Ward 2 will begin in January 2023, with Wards 7 and 9 beginning later in 2023. The online customer service portal, which will give customers in-depth information regarding their water usage in real time, is expected to go live in January 2023.



Customer Relationship Management System Customer Service Portal

The City's Customer Service Portal gives residents the ability to submit online service requests for 29 City services, including pothole reports, curbside collection of household waste and bylaw enforcement, and to receive text or email updates on their inquiries. Residents who register with 311.greatersudbury.ca also have access to their customer history and information about the most popular municipal services. The online portal is offered in addition to existing customer service by email at 311@greatersudbury.ca, by phone at 311 and through the 311 Live Web Chat. In 2022, 71,310 incidents were entered by 311 staff, and 86% of these incidents were resolved at the first point of contact.

Upcoming additions to the Customer Service Portal will enable residents to purchase additional garbage bag tags and provide more options for reporting issues and making requests for parks services, traffic lights and signs. Additional online service requests will continue to be added on an ongoing basis.



Hit Refresh in Greater Sudbury

Hit Refresh is a City of Greater Sudbury initiative to promote Greater Sudbury, attract new talent and grow the local labour force. Endorsed by the Greater Sudbury Development Corporation, it is part of a multi-year project positioning the city as the ideal place for employment opportunities in an affordable location with exceptional quality of life. The marketing initiatives focus on large urban centres in southern Ontario. The initiative is one aspect of a greater talent attraction goal and provides resources and support to people considering relocating to Greater Sudbury.



COMPASS: Comprehensive Organizational Management, Productivity, Activity and Service System

In August 2022, the City's service areas began using COMPASS, the Comprehensive Organizational Management, Productivity, Activity and Service System, which provides new data and insights for the corporation. It introduces a standard, real-time activity reporting process to match service expectations with the resources required to produce them. It replaced numerous manual and semi-manual work processes for planning and recording time organization-wide. As of December 2022, the City is reporting time and activity data for every staff member of the organization.

Leading into 2023, COMPASS will enable staff to approach the budget process with a renewed focus on measuring the resources required across the entire organization to deliver each municipal service, produce annual budgets more efficiently, measure results more accurately, and ensure Council's priorities are given appropriate attention.



Community Projects



Museums Revitalization

City of Greater Sudbury staff were directed by City Council to develop a Museums Revitalization Plan, which will provide recommendations to support our current heritage assets and establish a vision for the future of Museum Services. Greater Sudbury Museum Services has operated four museum sites with limited resources since amalgamation in 2001. These limited resources result in challenges when it comes to delivering programming to the community in a safe and accessible manner while meeting provincial standards for community museums. In developing this plan, staff will examine six areas that will aid in the future strategic planning of Museum Services: current operation challenges and opportunities, vision and strategy, sites and facilities, artifact conservation and storage, governance and structure, and staff resources. The City recognizes the value museums bring to the community and believes that with the right supports in place, Museum Services will continue to preserve our rich heritage and offer meaningful services.



Transit Mobility Hub

The City of Greater Sudbury is reviewing the South End, Downtown and New Sudbury transit hubs to ensure they are appropriately designed and located for transit safety and efficiency, while allowing connection with our system and community for years to come. This project will first see the completion of a feasibility study related to the location and function of the three transit mobility hubs. With approved program requirements and site locations, a design and contract document will be created to support construction project tendering. The project timeline anticipates Phases 1 to 5 to be completed over nine months, and Phases 6 to 9 over the following 12 months.



Community Energy and Emissions Plan (CEEP)

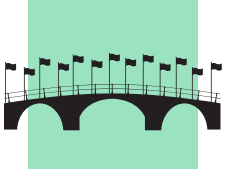
The CEEP is the long-term plan to reduce carbon emissions and pollution in Greater Sudbury. Efforts to encourage new ways to implement the CEEP will receive a boost as the City begins working with the newly established Climate Action Resource Team (CART) to develop a climate action reporting system, climate lenses for use by City of Greater Sudbury business areas, and a sustainable procurement policy.

The Paris Notre-Dame Bikeway, Sparks Street Project and Water Meter Replacement and Upgrade Program are just some of the projects that help reduce greenhouse gases as part of the City's five-year action plan for implementing the CEEP.



One-Stop Services

The One-Stop Services centre on the main floor of Tom Davies Square officially opened in February 2022. The service counter centralizes transactional services and provides a safe workspace for staff and customers. As part of a phased plan, One-Stop Services has streamlined in-person customer service by adding over 12 municipal services in one convenient location since the initial launch. Phases 2 and 3 will continue to see more additions and enhancements in 2023.



Large Projects

In 2016, Council endorsed four Large Projects that aligned with Council’s strategic objective to invest in transformative facilities, spaces and infrastructure initiatives that support economic activity and strengthen community vibrancy. The four Large Projects included an Arena/Event Centre, a co-located Library/Art Gallery, a Greater Sudbury Convention and Performance Centre and Place des Arts.

Greater Sudbury Event Centre Project at the Kingsway Entertainment District (KED)

On July 12, 2022, City Council declined to accept the revised and recommended financing plan for the Arena/Event Centre on the Kingsway, meaning that the project would not move forward.

On September 13, 2022, Council provided the following directions to wind down the project, including:

- Resolution CC2022-224, which rescinded motion CC2021-227, which provided staff with delegated authority to advance the project.
- Resolution CC2022-225, which directed staff to cancel or terminate all contracts and obligations associated with the Greater Sudbury Event Centre Project in an efficient manner.
- Resolution C2022-226, which directed staff to produce a background report, by the end of Q2 2023, to update the building condition assessment and operational effectiveness analysis of the Sudbury Community Arena and provide a high-level summary of options for its replacement or renovation, including comparisons of facility size, amenities, and business approach with event centres in other Canadian Hockey League communities.

Staff continue to work to close out the project and cancel and terminate all contracts and obligations associated with the project. In addition, project files have been consolidated and retained. As directed by Council, staff will also provide a report in 2023 related to the existing Sudbury Community Arena.

Junction West (Convention and Performance Centre)

On June 28, 2022, a report was brought to City Council with multiple resolutions related to the Junction East Project, which also had an impact on the Junction West project. City Council passed Resolution CC2022-158 which stated that “in consideration of the planned Junction East Cultural Hub project outcomes, the City of Greater Sudbury directs staff to suspend the Junction West/Synergy Centre project and that all files be consolidated and retained for future reference.”

Since this time, staff have carried out the resolution request to suspend the Junction West project and have consolidated and retained all project files.





Junction East (Cultural Campus)

Junction East will be a marquee venue for arts, culture, technology, knowledge and innovation in Greater Sudbury's historic downtown that will contribute to a more vibrant and healthy community. Through innovative physical spaces and dynamic, responsible programming, the facility will house a new central library, art gallery and multicultural centre, improve access to public spaces, and become a civic landmark. The new facility, along with the Sudbury Theatre Centre, will create a cultural campus, spurring growth of an arts and culture district to better serve the community.

The new state-of-the-art, multipurpose cultural and knowledge hub will be a substantial community space that provides larger service areas for both the main branch of the Greater Sudbury Public Library and Art Gallery of Sudbury and is expected to increase annual visits to both services. Furthermore, the inclusion of the Sudbury Multicultural and Folk Arts Association presents an additional opportunity for a collaboration of services and events between the Junction East Cultural Campus partners.

Place des Arts

Place des Arts opened to the public in April 2022 and is the first multidisciplinary arts centre in Northeastern Ontario. A focal point for Greater Sudbury, this multipurpose cultural centre is a contemporary arts and culture facility and the permanent home of seven francophone cultural organizations. Together, they expect to offer nearly 850 activities per year, aiming for 50,000 admissions annually. A gathering place for the whole community, the four-storey building includes a performance hall, a multipurpose studio, a contemporary art gallery, a youth studio, a bistro with a seasonal sidewalk terrace, an early childhood artistic centre with an outdoor play area and office space. Public spaces and services are provided in French and English. As one of the Large Projects adopted by Council in 2016, the City of Greater Sudbury contributed \$5 million in capital funding and provided the land for the facility on a long-term lease. The City also provides an annual operating subsidy to Place des Arts, which is independently owned and operated.



Partnerships

Whether they're with community members, other organizations or senior levels of government, partnerships play a critical role in building a strong and healthy future for our community. They allow the City to access additional resources and expertise as we meet challenges unique to our community and implement initiatives reflecting the strategic goals and decisions of Council. In 2022, the power of partnership helped bring a number of projects to fruition across Greater Sudbury.



Leisure

Outdoor Court Revitalization

Through Investing in Canada Infrastructure Program funding, the City received \$4.38 million to support the revitalization of 28 outdoor basketball and tennis courts over the next several years. The project aims to improve the quality of Greater Sudbury's recreation and leisure infrastructure and increase utilization. Four Phase 1 sites will be completed in spring 2023.

Playground Revitalization

In partnership with FedNor Canada (Community Revitalization Fund), eight playgrounds were renewed in 2022 through the third phase of the City's municipal playground revitalization initiative. Through a survey and neighbourhood open houses at each site, residents provided input to ensure the playgrounds were designed to meet the needs of local neighbourhoods and communities.



Social Services

Temporary Supervised Consumption Site

Following renovations completed by the City, the temporary supervised consumption urgent needs site opened in the second quarter of 2022. The site is part of the Community Drug Strategy for the City of Greater Sudbury and is operated by the non-profit group Réseau ACCESS Network. Located at Energy Court in downtown Sudbury, the site is in close proximity to, and integrated with, other health, social and harm reduction services. It was approved by City Council as a step to address rising drug-related overdoses and deaths while the search and application for a permanent site continues.

Lorraine Street Affordable Housing Project

In 2021, City Council approved a transitional housing program, with funding provided by the federal government, to support people who are in uncertain housing situations, experiencing or at risk of homelessness or living in temporary shelters. As part of this program, Council approved the development of a 40-unit affordable housing building on Lorraine Street, which will provide safe, stable housing to vulnerable individuals and will include additional supports from Health Sciences North. Neighbourhood residents were invited to a site design engagement session in November 2022 to learn more about the building design and share their ideas. Construction of the building is expected to be complete at the end of 2023.

Sparks Street Seniors Housing Project

The City purchased the property at 1310 Sparks St. and will build an energy-efficient community housing facility for residents on the social housing waitlist. It will host up to 14 affordable housing units and will include space for community support providers. This is the beginning of the Greater Sudbury Housing Corporation Housing Revitalization Plan for affordable housing in our community. Construction on the building is expected to be complete at the end of 2023.



Pioneer Manor Bed Redevelopment

The Ministry of Long-Term Care approved the City of Greater Sudbury's application for the redevelopment of existing beds at Pioneer Manor that do not meet current long-term care safety and design standards. In addition, the Ministry approved 11 new beds. This project will see a new five-storey, 160-bed section attached at the back of the facility. Once this redevelopment project is complete, Pioneer Manor will operate a total of 444 beds. Construction on the new wing is expected to be complete in 2024.



Supporting the Community Energy and Emissions Plan (CEEP)

Battery Electric Vehicle Feasibility Study and Fleet Transition Plan

A Battery Electric Bus Feasibility Study and Fleet Transition Plan began in September 2022. This project hosts six specific tasks for Transit and Fleet Services that will provide necessary operational and capital planning information to align with the CEEP goal to electrify 100 per cent of transit and City fleet by 2035. The City applied for funding from the Zero Emission Transit Fund (ZETF), which would fund up to 80 per cent of the total eligible project expenditures and has received Approval-in-Principle funding of \$115,838. Anticipated completion dates are April 13, 2023 for the Fleet Transition Plan and June 1, 2023 for the Noise Assessment and Climate Assessment.

Active Transportation – Paris-Notre Dame Bikeway Funding

In December 2022, the federal government announced \$3.3 million in funding to complete the final 2.3 kilometres of the Paris-Notre Dame Bikeway between Wilma Street and Van Horne Street. Work will include physically separated cycling paths on either side of the roadway and upgrades to sidewalks, curbs, crosswalks, signage, lighting, furnishings and landscaping to improve the experience of active transportation users. Completing this bikeway will transform the corridor into a safer and more vibrant streetscape that connects residents to transit services and major destinations within the community.

Celebrating Greater Sudbury's Regreening Efforts

In June 2022, Dr. Jane Goodall, Founder of the Jane Goodall Institute and UN Messenger of Peace, was joined by the Right Honourable Justin Trudeau, Prime Minister of Canada, to plant the 10 millionth tree on the shores of Ramsey Lake in celebration of Greater Sudbury's regreening efforts. Since 1978, the City has engaged in regreening its landscape by planting 10 million tree seedlings through its Regreening Program, with oversight by VETAC, City Council's Regreening Advisory Panel. The world-renowned, award-winning program has enabled partners and thousands of residents to play a role in the ecological recovery of the community. As a result, our city is a leading global example of how scientists, government, industry, and the broader community can work together to restore landscapes.

Mines to Mobility

In May 2022, the City of Greater Sudbury held the inaugural Battery Electric Vehicle (BEV) In-Depth: Mines to Mobility conference, in partnership with the Greater Sudbury Development Corporation, Frontier Lithium, Cambrian College, EV Society, Electric Autonomy Canada, Accelerate – ZEV (Zero Emission Vehicle) and Ontario Vehicle Innovation Network. Designed as a meeting of northern and southern Ontario, the event connected industry experts, suppliers and influential voices from across the province to explore the current state of the electric vehicle market and look at how to advance a fully integrated battery electric supply chain in Ontario and throughout Canada.

The goals of the conference were further bolstered by the federal government's December announcement of a Canadian Critical Mineral Strategy, supported by up to \$3.8 billion in funding allocated in the 2022 federal budget. The proposed funding covers a range of industrial activities, from geoscience and exploration to mineral processing, manufacturing and recycling applications, including support for research, development and technological deployment.



Economic Context

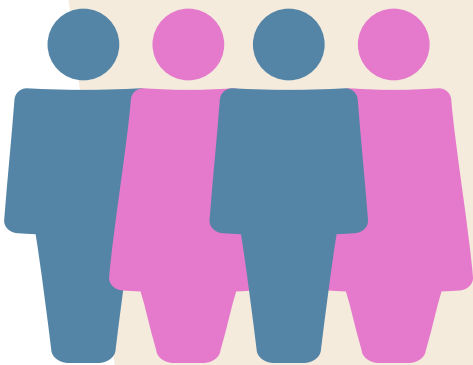
Greater Sudbury offers many community services and amenities to its residents and visitors. With our all-season, outdoor playground and work-life balance culture, our community is a wonderful place to live, work and play. Central to the economic growth of northeastern Ontario, our medical, retail, business, financial and research services are critical to residents across the northeastern part of the province.

According to the Conference Board of Canada, Greater Sudbury's Gross Domestic Product is set to rise by 3.9 per cent in 2022. The healthy gain of 2.7 per cent forecast for 2023 will lift the city's economic output beyond pre-pandemic levels.

Employment

According to the Labour Force Survey by Statistics Canada, the number of people employed in the city in November 2022 is 84,600, up from 83,700 in October 2022. The unemployment rate for Greater Sudbury in November 2022 was 4.6 per cent, which indicates a decrease of 0.1 per cent from October 2022. The unemployment rate in Ontario is 5.7 per cent and Canada is 5.1 per cent. The Conference Board of Canada predicted that the unemployment rate would decline from 7.6 per cent in 2021 to an average of 5.5 per cent this year. In 2023, the rate will increase slightly to 6 per cent.

84,600
employed in
Greater Sudbury



5.7%
unemployment rate
in Ontario

4.6%
unemployment rate
in Greater Sudbury





AA+ Credit Rating

In June, Standard & Poor's (S&P) Global Ratings revised the City's AA credit rating to AA+ with a stable outlook for the City. This was reaffirmed by S&P in September, in its annual review.

The credit rating is an assessment of the municipality's financial health based on factors such as historic financial performance, policies, economic growth and long-term plans. It influences the interest rate paid on any new debt the City takes on, such as the financing required for asset renewal, or for initiatives that support growth and economic activity throughout the municipality.

This strong financial position enables the City to continue to move forward on the strategic priorities of City Council, while maintaining economic capacity, investment readiness and competitiveness as a hub for education, healthcare and employment in northern Ontario.

**STANDARD
& POOR'S**

The McGraw-Hill Companies

**AA+ Outlook
Stable**

Community Trends

Nickel Demand

The demand for nickel to make electric car batteries suggests a solid future for the primary and utilities sector, Greater Sudbury's largest industry. Nickel prices surged over \$30 per pound after the war in Ukraine began, as Russia is a major exporter of the mineral and sanctions imposed by NATO will limit supply. The ongoing war in Ukraine could lead to nickel prices remaining above pre-war levels through the next few years, which could boost this key sector of Greater Sudbury's economy.

The mineral's long-term outlook remains positive due to widespread use of nickel in electric vehicle production. The nickel industry in Greater Sudbury received another boost when Brazilian miner Vale SA recently signed a long-term deal with Tesla Inc., General Motors and Northvolt to supply the electric vehicle makers with nickel from its Canadian operations. Vale aims for 30 to 40 per cent of its Class 1 nickel sales to go to the fast-growing electric vehicle sector.

Population

The latest Statistics Canada Census showed Greater Sudbury's population grew from 161,531 in 2016 to 166,004 in 2021, an increase of 4,473 people or 2.8 per cent. Data also found occupied household counts were up 3.4 per cent from 68,152 in 2016 to 71,467 in 2021. Greater Sudbury saw the biggest increase in population growth compared to other northern Ontario communities.

The Rural and Northern Immigration Pilot (RNIP) continues to support employers and candidates interested in relocating to Greater Sudbury. The program has seen success in 2022 with 210 candidates receiving community recommendations, resulting in 397 newcomers to the community, including family members. Demand is expected to continue to outpace available spaces, even with the recent increase in allocation room granted by Immigration, Refugees and Citizenship Canada (IRCC). In total, staff anticipate to complete the year with over 260 recommendations. In 2023, it is expected that close to 300 recommendations will be filled.

The RNIP is a unique permanent residence pathway for international workers, aimed toward filling important labour shortages in Greater Sudbury and surrounding communities. The RNIP is designed for workers who have an intention to reside in the community over the long term, and if approved, are granted the ability to apply for permanent residency as well as a Labour Market Impact Assessment (LMIA) exempt work permit.

Employment

Last year, employment increased by 1.1 per cent. The gradual reopening of Greater Sudbury's economy after COVID-19 restrictions were lifted resulted in strong job gains. However, it will take until at least 2024 before employment returns to pre-pandemic levels, partly because job gains will slow once the employment upheaval linked to the pandemic subsides.

Employment is expected to increase by 4.5 per cent in 2022 before job growth slows to less than 1 per cent in 2023. Greater Sudbury's unemployment rate surged to an average of 8 per cent in 2020 but fell to 7.6 per cent in 2021 as the economy slowly reopened. The unemployment rate will continue to drop to 5.5 per cent in 2022 before edging up to 6 per cent in 2023.

Weaker economic growth over the following few years implies that the unemployment rate won't reach pre-pandemic levels of 5.7 per cent until at least 2026.

Despite the large job increase in the accommodation and food services sector this year, employment won't return to pre-pandemic levels even by 2026. Employment in this sector plunged from 5,000 in 2019, to 3,000 in 2021. Similar to the rest of the province, employers are struggling to attract workers to fill positions in the service sector. Many lost their jobs during the pandemic due to shutdowns and pursued other careers.

The employment outlook for Greater Sudbury's mining sector will see growth in the coming years as the global move to electric vehicles will require cobalt, nickel, and copper, which are mined in our region.



Key Economic Indicators

Economic Indicators	2018	2019	2020	2021	2022f	2023f	2024f	2025f
Real GDP at basic prices (2012 \$ millions)	9,073	9,119	8,480	8,641	8,981	9,220	9,326	9,440
Total employment (000s)	83	87	81	82	86	86	87	87
Unemployment rate (per cent)	6.6	5.7	8.0	7.6	5.5	6.0	5.9	5.9
Household income per capita (\$)	48,514	50,631	52,803	53,330	53,984	55,687	57,547	59,176
Population (000s)	171	172	173	173	173	173	174	174
Total housing starts	189	202	218	434	357	316	304	299
Retail sales (\$ millions)	2,340	2,355	2,204	2,322	2,460	2,501	2,560	2,618
CPI (2002 = 1.000)	1.350	1.375	1.384	1.432	1.514	1.551	1.582	1.614

f = forecast

Source listing:

Conference Board of Canada, Metropolitan Outlook 2 for Greater Sudbury, July 2022

Census Profile, 2021 Census of Population, Statistics Canada

Inclusive, Modern and Reliable Services



Budget

2023

