

CITY COUNCIL AGENDA

City Council Meeting
Tuesday, October 8, 2019
Tom Davies Square - Council Chamber

MAYOR BRIAN BIGGER, CHAIR

***REVISED**

4:00 p.m. CLOSED SESSION, COMMITTEE ROOM C-12

6:00 p.m. OPEN SESSION, COUNCIL CHAMBER

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ROLL CALL

Resolution to move to Closed Session to deal with one (1) Labour Relations or Employee Negotiations Matter regarding negotiations with CUPE and one addendum to deal with one (1) Information Supplied in Confidence Matter regarding the City of Greater Sudbury Community Development Corporation in accordance with the *Municipal Act, 2001*, s. 239(2)(d) and (i).

(RESOLUTION PREPARED)

RECESS

MOMENT OF SILENT REFLECTION

ROLL CALL

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

MATTERS ARISING FROM THE CLOSED SESSION

Deputy Mayor Landry-Altmann will rise and report on any matters discussed during the Closed Session. Council will then consider any resolution emanating from the Closed Session.

MATTERS ARISING FROM AUDIT COMMITTEE

September 17, 2019

Council will consider, by way of one resolution, resolutions AC2019-08 to AC2019-09 all of which are found at <https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1433&lang=en>. Any questions regarding the resolutions should be directed to Councillor McIntosh, Chair, Audit Committee.

(RESOLUTION PREPARED)

MATTERS ARISING FROM COMMUNITY SERVICES COMMITTEE

September 16, 2019

Council will consider, by way of one resolution, resolutions CS2019-15 to CS2019-18, all of which are found at <http://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1357&lang=en>. Any questions regarding the resolutions should be directed to Councillor Lapierre, Chair, Community Services Committee.

(RESOLUTION PREPARED)

MATTERS ARISING FROM FINANCE AND ADMINISTRATION COMMITTEE

September 17, 2019

Council will consider, by way of one resolution, resolutions FA2019-55 to FA2019-59, all of which are found at

<https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1371&lang=en>.

Any questions regarding the resolutions should be directed to Councillor Jakubo, Chair, Finance and Administration Committee.

(RESOLUTION PREPARED)

MATTERS ARISING FROM OPERATIONS COMMITTEE

September 16, 2019

Council will consider, by way of one resolution, resolutions OP2019-16 to OP2019-18, all of which are found at

<http://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1345&lang=en>.

Any questions regarding the resolutions should be directed to Councillor McIntosh, Chair, Operations Committee.

(RESOLUTION PREPARED)

MATTERS ARISING FROM THE PLANNING COMMITTEE

September 23, 2019

Council will consider, by way of one resolution, resolutions PL2019-115 to PL2019-121, all of which are found at

<https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1337&lang=en>.

Any questions regarding the resolutions should be directed to Councillor Cormier, Chair, Planning Committee.

(RESOLUTION PREPARED)

REGULAR AGENDA

MANAGERS' REPORTS

- R-1. Report dated September 23, 2019 from the General Manager of Growth and Infrastructure regarding Proposed Changes to the Provincial Policy Statement.
(RESOLUTION PREPARED)

17 - 24

(The Provincial Government is proposing changes to the Provincial Policy Statement. The deadline for comments on the proposed amendments is October 21, 2019. This report provides an overview of the changes.)

- R-2. Report dated September 20, 2019 from the Chief Administrative Officer regarding CGS Strategic Plan 2019-2027 Update. **25 - 46**
(RESOLUTION PREPARED)
 (This report provides an update on the new strategic plan and recommendations which respond to Council's direction to consider the inclusion of the concept of Community Vibrancy in the plan.)
- R-3. Report dated September 6, 2019 from the General Manager of Corporate Services regarding Ward Boundary and Governance Review. **47 - 97**
(FOR INFORMATION ONLY)
 (This report provides Council with information regarding Ward Boundary and Governance Reviews.)
- R-4. Report dated September 20, 2019 from the Chief Administrative Officer regarding Investing in Canada Infrastructure Program: Community Culture and Recreation Stream. **98 - 102**
(RESOLUTION PREPARED)
 (This report describes a capital funding opportunity and seeks Council approval of the projects to be submitted for funding consideration.)

REFERRED & DEFERRED MATTERS

- R-5. Report dated September 25, 2019 from the General Manager of Corporate Services regarding GSU Shareholder Declaration Recommendation. **103 - 129**
(RESOLUTION PREPARED)
 (This report supplements the report entitled "GSU Shareholder Declaration Recommendation" from the General Manager of Corporate Services presented to City Council on June 25, 2019.)

BY-LAWS

Draft by-laws are available for viewing a week prior to the meeting on the City's website at: <https://agendasonline.greatersudbury.ca>. Approved by-laws are publically posted with the meeting agenda on the day after passage.

The following By-Laws will be read and passed:

- 2019-159 A By-law of the City of Greater Sudbury to Confirm the Proceedings of Council at its Meeting of October 8th, 2019
- 2019-160 A By-law of the City of Greater Sudbury to Amend By-law 2017-5 being a By-law of the City of Greater Sudbury Respecting the Delegation of Authority to Various Employees of the City

Finance and Administration Committee #FA2019-55

(This by-law amends the Delegation By-law to authorize General Managers to negotiate terms and agreements for the provision of non-routine services on a cost recovery basis and minor housekeeping changes.)

- 2019-161 A By-law of the City of Greater Sudbury to Authorize the Payment of Grants from the Healthy Community Initiative Fund, Various Wards
Finance & Administration Committee Resolution #FA2019-56
(This by-law authorizes grants funded through the Healthy Community Initiative Fund for various Wards.)
- 2019-162 A By-law of the City of Greater Sudbury to Authorize a Grant to the Clifford and Lily Fielding Charitable Foundation
Community Service Committee Resolution #CS2019-15
(A by-law to pay \$25,000 as a grant to the Clifford and Lily Fielding Charitable Foundation as a contribution towards the operating costs of Kivi Park and authorizes the Interim Director of Economic Development to execute a contribution agreement to set out the terms of the grants.)
- 2019-163 A By-law of the City of Greater Sudbury to Authorize a Development Charges Deferral Agreement with 2166069 Ontario Inc. Pertaining to Development at 400 Second Avenue, Sudbury
Finance & Administration Committee Resolution #FA2019-59
(This by-law authorizes a Development Charges Deferral Payment Agreement under Section 27 of the Development Charges Act and delegates authority to sign all documents necessary to effect same.)
- 2019-164 By-law of the City of Greater Sudbury to Amend By-law 2010-1 being a By-law to Regulate Traffic and Parking on Roads in the City of Greater Sudbury
City Council Resolution #CC2019-16
(This By-law amends the Traffic and Parking By-law to provide for changes to stops at intersections.)
- 2019-165Z A By-law of the City of Greater Sudbury to Amend By-law 2010-100Z Being the Comprehensive Zoning By-law for the City of Greater Sudbury
Planning Committee Resolution #PL2019-84
(This by-law rezones the subject property to “RU(93)”, Rural Special and “R1-1”, Low Density Residential One in order to sever a residential lot containing an existing dwelling and to permit a reduced lot frontage for the rural remainder – Marc Bodson & Julie Bodson, 1830 Yorkshire Drive, Val Caron.)
- 2019-166Z A By-law of the City of Greater Sudbury to Amend By-law 2010-100Z Being the Comprehensive Zoning By-law for the City of Greater Sudbury
Planning Committee Resolution #PL2019-18
(This by-law rezones the subject property to “R2-2(40)”, Low Density Residential Two Special in order to recognize an existing triplex dwelling – Maxime Rivard, 1124 Gordon Avenue, Sudbury.)

2019-167 A By-law of the City of Greater Sudbury to Temporarily Close Certain Sidewalks, Bicycle Lanes, Cycle Tracks and Multi-use Paths in the City of Greater Sudbury during the period from November 1st to April 30th inclusive

Operations Committee Resolution #OP2019-14

(This by-law closes certain sidewalks, bicycle lanes, cycle tracks and multi-use paths in accordance with the Active Transportation Winter Maintenance Policy annually from November 1st to April 30th of the following year.)

MEMBERS' MOTIONS

M-1. Roads Construction and Maintenance Review

As presented by Councillor Signoretti:

WHEREAS rate payers in the City of Greater Sudbury expect maximum benefit from the spending of their tax dollars on road infrastructure;

AND WHEREAS the City of Greater Sudbury wishes to earn rate payers' confidence in its delivery of quality road construction and maintenance standards and designs;

AND WHEREAS the City of Greater Sudbury Council wishes to conduct a review of the City's policies, procedures, standards, design specifications, and inspections as they apply to road construction, reconstruction and maintenance;

THEREFORE BE IT RESOLVED that a Working Group comprised of two Members of Council (to include Councillor Mark Signoretti and perhaps the Chair of the Operations Committee) together with key senior management and infrastructure department staff be established right away;

AND BE IT FURTHER RESOLVED THAT the Working Group be directed to prepare a report describing terms of reference that identifies service level expectations, assesses current legislation, corporate policies and best practices in relation to current road maintenance practices, all in contemplation of a business case to conduct the work as part of the 2020 budget;

AND BE IT FURTHER RESOLVED that the business case to be presented for Council's consideration during the 2020 budget deliberations include the option to engage the services of external experts to conduct the review, in consultation with the Working Group.

M-2. Downtown Sudbury Board of Management By-Law Amendment

As presented by Councillor Leduc:

WHEREAS, pursuant to the Municipal Act, 2001, municipalities can designate business improvement areas with a mandate that includes oversight of the improvement, beautification and maintenance of municipally-owned land, buildings and structures in the area beyond that provided at the expense of the municipality generally and the promotion of the area as a business or shopping area;

AND WHEREAS the Downtown Sudbury Board of Management, which was established by By-law 77-76 Being a By-law of the Corporation of the City of Sudbury to Establish a

Board of Management for the Improvement Area for the Central Business District of the City of Sudbury, has supported appeals before the Local Planning Appeal Tribunal with regard to the Kingsway Entertainment District project and is a party to litigation against the City of Greater Sudbury;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs that staff present a by-law to amend By-law 77-76, as amended, to prohibit the Board of Management from commencing, maintaining, funding or continuing litigation of any sort against the City of Greater Sudbury and that such prohibition also restrict the Board of Management from commencing, maintaining, funding or continuing any proceedings before the the Local Planning Appeal Tribunal or any other administrative tribunal appointed from time to time to deal with land use matters.

M-3. Request for Review of Municipal Road 80 And Notre-Dame Avenue In Hanmer

As presented by Councillor Lapierre:

WHEREAS the Valley East area has grown significantly over the years, and as such, traffic flows and volumes have increased proportionately;

AND WHEREAS residents have concerns with accessing and crossing Municipal Road 80 due to the high traffic volumes;

AND WHEREAS several collisions have occurred at the intersection of Municipal Road 80 and Notre-Dame Avenue in Hanmer;

AND WHEREAS Notre Dame Avenue from Dominion Drive to Oscar Street has been approved to be rehabilitated in 2020 and is currently in the detailed design process;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to conduct a review of the Municipal Road 80 corridor from Desmarais Road to Notre Dame Avenue and the Notre Dame Avenue corridor from Municipal Road 80 to Côté Boulevard, to determine the form of traffic control that would be appropriate at each intersection, as well as complete a safety review of the intersections of Notre Dame Avenue at Municipal Road 80 and Notre Dame Avenue at Côté Boulevard and integrate identified improvements into the road rehabilitation project, and bring forward a report to the Operations Committee for information in the second quarter of 2020 with results of the review.

CORRESPONDENCE FOR INFORMATION ONLY

- I-1. Report dated September 24, 2019 from the Chief Administrative Officer regarding Association of Municipalities of Ontario (AMO) Board Meeting August 17, 2019.

130 - 133

(This report provides a summary of the Board meeting held August 17, 2019 by the Association of Municipalities of Ontario.)

ADDENDUM

CIVIC PETITIONS

QUESTION PERIOD

ADJOURNMENT

CONSEIL MUNICIPAL ORDRE DU JOUR

Réunion du Conseil municipal
8 octobre 2019
Place Tom Davies - Salle du Conseil

MAYOR BRIAN BIGGER, PRÉSIDENT(E)

***REVISER**

16 h SÉANCE A HUIS CLOS, SALLE DE RÉUNION C-12

18 h SÉANCE PUBLIQUE, SALLE DU CONSEIL

Les réunions du Conseil de la Ville du Grand Sudbury et de ses comités sont accessibles et sont diffusés publiquement en ligne et à la télévision en temps réel et elles sont enregistrées pour que le public puisse les regarder sur le site Web de la Ville à l'adresse <https://agendasonline.greatersudbury.ca>.

Sachez que si vous faites une présentation, si vous prenez la parole ou si vous vous présentez sur les lieux d'une réunion pendant qu'elle a lieu, vous, vos commentaires ou votre présentation pourriez être enregistrés et diffusés.

En présentant des renseignements, y compris des renseignements imprimés ou électroniques, au Conseil municipal ou à un de ses comités, vous indiquez que vous avez obtenu le consentement des personnes dont les renseignements personnels sont inclus aux renseignements à communiquer au public

Vos renseignements sont recueillis aux fins de prise de décisions éclairées et de transparence du Conseil municipal en vertu de diverses lois municipales et divers règlements municipaux, et conformément à la *Loi de 2001 sur les municipalités*, à la *Loi sur l'aménagement du territoire*, à la *Loi sur l'accès à l'information municipale et la protection de la vie privée* et au *Règlement de procédure* de la Ville du Grand Sudbury.

Pour obtenir plus de renseignements au sujet de l'accessibilité, de la consignation de vos renseignements personnels ou de la diffusion en continu en direct, veuillez communiquer avec le Bureau de la greffière municipale en composant le 3-1-1 ou en envoyant un courriel à l'adresse clerks@grandsudbury.ca.

APPEL NOMINAL

Résolution de séance à huis clos pour délibérer sur une (1) question de relations du travail ou de négociations avec les employés concernant les négociations avec le SCFP et un ajout pour délibérer sur une (1) question de renseignements fournis confidentiellement concernant la Société de développement communautaire de la Ville du Grand Sudbury conformément à la *Loi de 2001 sur les municipalités*, art. 239(2)(d) et (i).

(RÉSOLUTION PRÉPARÉE)

SUSPENSION DE LA SÉANCE

MOMENT DE SILENCE

APPEL NOMINAL

DÉCLARATION D'INTÉRÊTS PÉCUNIAIRES ET LEUR NATURE GÉNÉRALES

QUESTIONS DÉCOULANT DE LA SÉANCE À HUIS CLOS

Mairesse adjointe Landry-Altmann rapportera toutes questions traitée pendant la séance à huis clos. Le Conseil examinera ensuite les résolutions.

QUESTIONS DÉCOULANT DE LA RÉUNION DU COMITÉ DE VÉRIFICATION

Le 17 septembre, 2019

Le Conseil municipal étudiera, par voie d'une résolution, les résolutions AC2019-08 à AC2019-09 , qui se trouve à <https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1433&lang=en>. Toute question concernant ces résolutions devrait être adressée à la conseillère McIntosh, présidente du Comité de Vérification.
(RÉSOLUTION PRÉPARÉE)

QUESTIONS DÉCOULANT DE LA RÉUNION DU COMITÉ DES SERVICES COMMUNAUTAIRES

Le 16 septembre, 2019

Le Conseil municipal étudiera, par voie d'une résolution, les résolutions CS2019-15 à CS2019-18, qui se trouve à <http://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1357&lang=en>. Toute question concernant ces résolutions devrait être adressée au Conseiller Lapierre, président du Comité des services communautaires.
(RÉSOLUTION PRÉPARÉE)

QUESTIONS DÉCOULANT DE LA RÉUNION DU COMITÉ DES FINANCES ET DE L'ADMINISTRATION

Le 17 septembre, 2019

Le Conseil municipal étudiera, par voie d'une résolution, les résolutions FA2019-55 à FA2019-59, qui se trouve à <https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1371&lang=en>.
Toute question concernant ces résolutions devrait être adressée au Conseiller Jakubo, président du Comité des finances et de l'administration.
(RÉSOLUTION PRÉPARÉE)

QUESTIONS DÉCOULANT DE LA RÉUNION DU COMITÉ DES OPÉRATIONS

Le 16 septembre, 2019

Le Conseil municipal étudiera, par voie d'une résolution, les résolutions OP2019-16 à OP2019-18, qui se trouve à <http://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1345&lang=en>.
Toute question concernant ces résolutions devrait être adressée à la Conseillère McIntosh, présidente du Comité des opérations.
(RÉSOLUTION PRÉPARÉE)

QUESTIONS DÉCOULANT DE LA RÉUNION DU COMITÉ DE LA PLANIFICATION

Le 23 septembre, 2019

Le Conseil municipal étudiera, par voie d'une résolution, les résolutions PL2019-115 à PL2019-121, qui se trouve à <https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1337&lang=en>.
Toute question concernant ces résolutions devrait être adressée à la Conseiller Cormier, présidente du Comité de la planification.
(RÉSOLUTION PRÉPARÉE)

Ordre du jour régulier

RAPPORTS DES GESTIONNAIRES

- R-1. Rapport directeur général, Croissance et Infrastructure , daté du 23 septembre 2019 portant sur Modifications proposées de la Déclaration de principes provinciale.
(RÉSOLUTION PRÉPARÉE)

17 - 24

(Le gouvernement provincial propose des modifications de la Déclaration de principes provinciale. La date limite pour faire des commentaires sur les modifications proposées est le 21 octobre 2019. Ce rapport donne un aperçu des modifications.)

- R-2. Rapport Administrateur en chef, daté du 20 septembre 2019 portant sur Compte rendu du plan stratégique 2019-2027 de la VGS. **25 - 46**

(RÉSOLUTION PRÉPARÉE)

(Ce rapport donnera un compte rendu du nouveau plan stratégique ainsi que des recommandations qui répondent à la directive du Conseil municipal de considérer l'inclusion de la notion de « vitalité communautaire » [Community Vibrancy] au plan.)

- R-3. Rapport Directeur général des Services corporatifs, daté du 06 septembre 2019 portant sur Examen des limites des quartiers et de la gouvernance. **47 - 97**

(A TITRE D'INFORMATION)

(Ce rapport donne au Conseil municipal des renseignements concernant les examens des limites des quartiers et de la gouvernance.)

- R-4. Rapport Administrateur en chef, daté du 20 septembre 2019 portant sur Programme d'infrastructure Investir dans le Canada : volet communautaire, culturel et récréatif. **98 - 102**

(RÉSOLUTION PRÉPARÉE)

(Ce rapport décrit une possibilité de financement d'immobilisations et demande l'approbation du Conseil municipal quant aux projets à présenter aux fins de considération.)

QUESTION RAPPORTÉES ET QUESTIONS RENVOYÉES

- R-5. Rapport Directeur général des Services corporatifs, daté du 25 septembre 2019 portant sur Recommandation de déclaration de l'actionnaire des GSU. **103 - 129**

(RÉSOLUTION PRÉPARÉE)

(Ce rapport supplémente le rapport intitulé « GSU Shareholder Declaration Recommendation » (Recommandation de déclaration de l'actionnaire des GSU).)

RÈGLEMENTS

Les membres du public peuvent consulter les projets de règlement municipal une semaine avant la réunion sur le site Web de la Ville à l'adresse <https://agendasonline.greatersudbury.ca>. Les règlements municipaux approuvés sont affichés publiquement avec l'ordre du jour de la réunion le lendemain de leur adoption.

Les règlements suivants seront lus et adoptés :

- 2019-159 Règlement de la Ville du Grand Sudbury pour confirmer les délibérations du Conseil municipal lors de sa réunion tenue le 8 octobre, 2019

- 2019-160 Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2017-5 étant un règlement de la Ville du Grand Sudbury visant la délégation de l'autorité à divers représentants de la Ville
- Résolution du Comité des finances et de l'administration numéro FA2019-55
- (Ce règlement municipal modifie le règlement municipal sur la délégation de l'autorité pour autoriser les directeurs généraux à négocier des conditions et des ententes pour la prestation de services inhabituels selon le principe du recouvrement des coûts et des modifications mineures d'ordre administratif.)
- 2019-161 Règlement de la Ville du Grand Sudbury autorisant le paiement des subventions provenant du fonds de l'initiative communauté en santé, divers quartiers
- Résolution du Comité des finances et de l'administration numéro #FA2019-56
- (Ce règlement autorise des subventions financée par l'entremise du fonds de l'initiative communauté en santé pour divers quartiers.)
- 2019-162 Règlement de la Ville du Grand Sudbury pour autoriser une subvention à la Clifford and Lily Fielding Charitable Foundation
- Résolution no CS2019-15 du Comité des services communautaires
- (Ce règlement municipal redirige 25 000 \$ comme subvention à la Clifford and Lily Fielding Charitable Foundation comme contribution envers les coûts de fonctionnement du Parc Kivi et autorise le directeur intérimaire du Développement économique à signer une entente de contribution pour fixer les conditions de la subvention.)
- 2019-163 Règlement de la Ville du Grand Sudbury pour autoriser une entente de report de redevances d'aménagement avec la société 2166069 Ontario Inc. concernant l'aménagement du 400, 2e Avenue, à Sudbury
- Résolution no FA2019-59 du Comité des finances et de l'administration
- (Ce règlement municipal autorise une entente de report de redevances d'aménagement aux termes de l'article 27 de la Loi sur les redevances d'aménagement et délègue l'autorité de signer tous les documents nécessaires.)
- 2019-164 Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2010-1, étant un règlement régissant la circulation et le stationnement sur les routes dans la Ville du Grand Sudbury
- Résolution du Conseil Municipal #CC2019-16
- (Ce règlement municipal modifie le Règlement sur la circulation et le stationnement pour prévoir des changements aux arrêts aux intersections.)
- 2019-165Z Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2010-100Z étant le règlement général de zonage de la Ville du Grand Sudbury
- Résolution du Comité de planification numéro PL2019-84
- (Ce règlement municipal rezone la propriété en question « RU(93) », zone rurale spéciale, et « R1-1 », zone résidentielle de faible densité un, afin de séparer un lot résidentiel contenant une habitation existante et de permettre une façade de

lot réduite pour la partie rurale restante – Marc Bodson et Julie Bodson, 1830, promenade Yorkshire, à Val Caron.)

2019-166Z Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2010-100Z étant le règlement général de zonage de la Ville du Grand Sudbury

Résolution du Comité de planification numéro PL2019-18

(Ce règlement municipal rezone la propriété en question « R2-2(40) », zone résidentielle de faible densité deux spéciale, afin de reconnaître une habitation de trois logements existante – Maxime Rivard, 1124, avenue Gordon, à Sudbury.)

2019-167 Règlement de la Ville du Grand Sudbury fermant temporairement certains trottoirs, bandes cyclables, pistes cyclables et sentiers polyvalents dans la Ville du Grand Sudbury pendant la période du 1er novembre au 30 avril, inclusivement

Résolution no OP2019-14 du Comité des opérations

(Ce règlement municipal ferme certains trottoirs, bandes cyclables, pistes cyclables et sentiers polyvalents conformément à la politique d'entretien hivernal en matière de transport actif chaque année du 1er novembre au 30 avril de l'année suivante.)

MOTIONS DES MEMBRES

M-1. Examen des travaux de construction d'entretien des routes

Motion présentée par le conseiller Signoretti:

ATTENDU QUE les contribuables dans la Ville du Grand Sudbury s'attendent à un avantage maximum lorsqu'elle dépense leur impôt foncier sur l'infrastructure routière;

ATTENDU QUE la Ville du Grand Sudbury désire mériter la confiance des contribuables dans le cadre de sa prestation de normes et de conceptions en matière de travaux de construction et d'entretien routiers de qualité;

ATTENDU QUE le Conseil municipal de la Ville du Grand Sudbury désire mener un examen des politiques, des procédures, des normes, des caractéristiques techniques de conception et des inspections la Ville par rapport aux travaux de construction, de reconstruction et d'entretien routiers;

PAR CONSÉQUENT, IL EST RÉSOLU QU'UN groupe de travail composé de deux membres du Conseil municipal (devant inclure le conseiller Mark Signoretti et peut-être le président du Comité des opérations) ainsi que des membres clés de la direction et du personnel du service d'infrastructure soit créé immédiatement;

ET QU'ON demande au groupe de travail de rédiger un rapport décrivant le mandat qui cerne les attentes en matière de niveaux de service et évalue les lois actuelles, les politiques de sociétés et les pratiques exemplaires par rapport aux pratiques actuelles en matière d'entretien des routes, le tout prévoyant un dossier d'analyse pour exécuter les travaux dans le cadre du budget de 2020;

ET QUE le dossier d'analyse soit soumis à la considération du Conseil municipal pendant les délibérations relatives au budget de 2020, notamment l'option d'engager

des experts externes pour mener l'examen, en consultation avec le groupe de travail.

M-2. Règlement municipaux sur le Conseil de gestion du Secteur d'aménagement commercial du centre-ville de Sudbury

Motion présentée par le conseiller Leduc:

ATTENDU QUE, conformément à la Loi de 2001 sur les municipalités, les municipalités peuvent désigner des secteurs d'aménagement commercial ayant un mandat qui comprend la surveillance de l'amélioration, de l'embellissement et de l'entretien des terres, des bâtiments et des ouvrages qui appartiennent à la municipalité dans le secteur visé à part ce qui est prévu aux frais de la municipalité en général et la promotion du secteur en tant que secteur des affaires ou de magasinage;

ATTENDU QUE la Conseil de gestion du Secteur d'aménagement commercial du centre-ville de Sudbury, qui a été créé par le règlement municipal 77-76, étant un règlement de la Corporation de la Ville de Sudbury créant un conseil de gestion du Secteur d'aménagement commercial du centre-ville de la Ville de Sudbury, a appuyé des appels devant le Tribunal d'appel de l'aménagement local en ce qui a trait au projet du District de divertissements du Kingsway et qu'il est partie au litige contre la Ville du Grand Sudbury;

PAR CONSÉQUENT, IL EST RÉSOLU QUE la Ville du Grand Sudbury demande au personnel de présenter un projet de règlement municipal modifiant le règlement 77-76 modifié, d'interdire au Conseil de gestion d'entreprendre, d'entretenir, de financer ou de continuer un litige de quelque sorte que ce soit contre la Ville du Grand Sudbury et qu'une telle interdiction empêche aussi le Conseil de gestion d'entreprendre, d'entretenir, de financer ou de continuer toute poursuite devant le Tribunal d'appel de l'aménagement local.

M-3. Demande d'examen de la route municipale 80 et de l'avenue Notre-Dame, à Hanmer

Motion présentée par le conseiller municipal Lapierre:

ATTENDU QUE le secteur de Valley East a connu une importante croissance au fil des ans et que, par conséquent, les courants et les débits de circulation se sont accrus de façon proportionnelle;

ATTENDU QUE ses résidents ont des préoccupations quant à l'accès à la route municipale 80 et à sa traversée à cause des hauts débits de circulation;

ATTENDU QUE plusieurs collisions sont survenues à l'intersection de la route municipale 80 et de l'avenue Notre-Dame, à Hanmer;

ATTENDU QUE la remise en état en 2020 de l'avenue Notre-Dame, de la promenade Dominion à la rue Oscar, a été approuvée et qu'elle en est rendue actuellement à la conception détaillée;

PAR CONSÉQUENT, IL EST RÉSOLU QUE la Ville du Grand Sudbury demande au personnel d'effectuer un examen du corridor de la route municipale 80, du chemin Desmarais à l'avenue Notre Dame, et du corridor de l'avenue Notre Dame, de la route municipale 80 au boulevard Côté, pour déterminer la forme de contrôle de la circulation

qui conviendrait à chaque intersection, de même qu'un examen de la sécurité de l'intersection de l'avenue Notre Dame et de la route municipale 80, et de celle de l'avenue Notre Dame et du boulevard Côté, et d'intégrer les améliorations cernées au projet de remise en état de la route, et de présenter un rapport au Comité des opérations à titre de renseignement au cours du deuxième trimestre de 2020 avec les résultats de l'examen.

CORRESPONDANCE À TITRE DE RENSEIGNEMENTS SEULEMENT

- I-1. Rapport Administrateur en chef, daté du 24 septembre 2019 portant sur Réunion du conseil d'administration de l'Association des municipalités de l'Ontario (AMO) tenue le 17 août 2019.

130 - 133

(Ce rapport donne un résumé de la réunion du conseil d'administration tenue le 17 août 2019 par de l'Association des municipalités de l'Ontario.)

ADDENDA

PÉTITIONS CIVIQUES

PÉRIODE DE QUESTIONS

LEVÉE DE LA SÉANCE

Presented To:	City Council
Presented:	Tuesday, Oct 08, 2019
Report Date	Monday, Sep 23, 2019
Type:	Managers' Reports

Request for Decision

Proposed Changes to the Provincial Policy Statement

Resolution

THAT the City of Greater Sudbury endorses the report entitled "Proposed Changes to the Provincial Policy Statement" from the General Manager of Growth and Infrastructure, presented at the City Council Meeting on October 8, 2019 and forward the report to the Ministry of Municipal Affairs and Housing as the City's comments on the Provincial Policy Statement Review - Proposed Policies.

Relationship to the Strategic Plan / Health Impact Assessment

The Provincial Policy Statement (PPS), issued under section 3 of the Planning Act, sets out policies regarding matters of provincial interest, such as providing efficient infrastructure and safeguarding public health and safety. Policies established in the City's Official Plan must be consistent with the Provincial Policy Statement. The Official Plan in turn is the document that contains policies that enable or guide the development of certain studies as set out in Council's 2019-2027 Strategic Plan, including Community Improvement Plans and Nodes and Corridors Studies.

Report Summary

This report reviews and analyses the Provincial Government's proposed changes to the 2014 Provincial Policy Statement (the proposed "2019 PPS"). The draft policies were released for public comment on July 22, 2019. Comments on the proposed policy changes will be accepted until October 21, 2019.

Financial Implications

There are no financial implications at this time.

Signed By

Report Prepared By

Melissa Riou
Senior Planner
Digitally Signed Sep 23, 19

Manager Review

Kris Longston
Manager of Community and Strategic Planning
Digitally Signed Sep 23, 19

Division Review

Jason Ferrigan
Director of Planning Services
Digitally Signed Sep 23, 19

Financial Implications

Liisa Lenz
Coordinator of Budgets
Digitally Signed Sep 23, 19

Recommended by the Department

Tony Cecutti
General Manager of Growth and Infrastructure
Digitally Signed Sep 24, 19

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Sep 25, 19

STAFF REPORT: Proposed Changes to the Provincial Policy Statement

DATE: September 16, 2019

Purpose

This report reviews and analyses the Provincial Government's proposed changes to the Provincial Policy Statement (PPS), which were released for public comment on July 22, 2019. The deadline for submission of comments is October 21, 2019.

Background

Land use planning in Ontario takes place within a “policy-led” system where the Province establishes its interests in land use planning through a provincial policy statement and requires that the decisions made by planning approval authorities and boards, such as the Land Use Planning Tribunal (LPAT), align with these interests.

The PPS is issued under section 3 of the *Planning Act* (the Act), and sets out policies regarding matters of provincial interest, such as managing natural resources, providing efficient infrastructure, and safeguarding public health and safety (see Reference 1). Section 3 of the Act currently requires that decisions on land use planning matters “be consistent” with the PPS.

As previously reported to City Council, the Provincial Government (the Province) is pursuing several changes to Ontario's planning system, with the overall goal of improving housing affordability. This includes changes to the Act and PPS, amongst other tools.

On July 22, 2019 the Province released its proposed changes to the PPS for review and comment by October 21st, 2019. The Province indicates that the proposed changes are designed to:

- encourage the development of an increased mix and supply of housing;
- protect the environment and public safety;
- reduce barriers and cost for development and provide greater predictability and supporting the economy and job creation;
- support rural, northern and indigenous communities; and,
- support the economy and job creation.

No changes to the natural hazard or human made hazard policies are proposed at this time. Future changes to these policies may be proposed, pending the outcome of the

review of the Province's Special Advisor on flooding. The Province's summary of the proposed changes is included in Reference 2.

Planning staff have reviewed and analyzed the proposed policies to determine their implications for planning in Greater Sudbury. As part of this process, planning staff consulted with colleagues within and outside of the organization (including the planning staff in North Bay, Timmins, Sault Ste. Marie and Thunder Bay). Planning staff also participated in a workshop on the proposed changes facilitated by the Ministry of Municipal Affairs and Housing in early September.

Overall, and like all other changes to the provincial planning system, some of the proposed changes to the PPS will affect planning in Greater Sudbury, while others aren't expected to. This report focuses on the more relevant changes identified by staff and their implications for planning in Greater Sudbury.

Discussion

Climate Change

The current PPS includes policies that speak to climate change and require that municipalities consider climate change mitigation and adaption. For example, the current PPS requires that land use patterns within settlement areas be based on densities and a mix of land uses which minimize climate change (Policy 1.1.3.2 a) 3.) The existing PPS also requires that municipalities "consider" impacts from climate change when planning for infrastructure and public service facilities and those that may increase the risk associated with natural hazards (Policies 1.6.1, 3.1.3). The City's Official Plan was amended to be consistent with these existing policies as part of the Phase 1 Official Plan Review.

The proposed PPS would strengthen these policies. The proposed PPS still requires that municipalities plan for land use patterns within settlement areas that minimize climate change. The proposed policies would require that municipalities "prepare for the impacts of a changing climate" when planning land use patterns within settlement areas, infrastructure and public service facilities, water resources and natural hazards. The term "impacts of a changing climate" is new and would be defined as "the potential for present and future consequences and opportunities from changes in weather patterns at local and regional levels including extreme weather events and increased climate variability".

These changes acknowledge the challenge that communities, the province and federal government face in meeting national and international climate change commitments.

Their implementation will build upon existing work on climate change mitigation and adaptation that has been underway in Greater Sudbury since 1995, most recently City Council's Climate Change Emergency Declaration. The also align with the Community and Energy Plan that is underway and the proposed Climate Change Adaptation Strategy that will be considered by City Council through the 2020 Budget. This latter strategy will inform future policy, regulatory and business practice changes necessary to implement the "prepare for" direction through the land use and infrastructure planning processes.

The proposed changes related to climate change are supported by staff. The Province should be encouraged to incorporate these changes into the PPS.

Growth and Settlement

The current PPS contains a suite of policies that are designed to manage and direct land use to achieve efficient and resilient development and land use patterns. These policies speak to land supply maximums, desired density and land use mix, intensification and redevelopment, phasing, settlement areas and settlement area boundary expansions.

The proposed PPS would increase land supply maximums from 20 to 25 years, strengthen the connection between transit supportive development/housing supply/intensification, introduce a new "satisfy market demand" requirement when considering the expansion of settlement area boundary expansions at the time of a comprehensive review, and provide municipalities with additional flexibility to permit adjustments to settlement area boundaries outside of a comprehensive review (provided certain tests are met).

Most of these changes are consistent with existing and emerging practices within Greater Sudbury. As outlined in the Growth and Settlement Discussion Paper, prepared as part of the Phase 1 of the Official Plan Review, based on the high growth scenario of the population projections, there was estimated to be an approximate 43 year supply of residential lands in all of the required categories within the City to meet projected demand. Based on the estimated land supply and recent population projections which provide estimates to the year 2046, it is anticipated that the City will maintain an adequate supply under the new horizons. Through the Transit Action Plan and Nodes and Corridors Strategy, the City is integrating land use and public transit considerations. The "satisfy market-demand" requirement introduced into the existing comprehensive review policies is not defined. It is unclear how this test would be implemented during such an exercise. The policies to allow for adjustments to settlement area boundaries outside of a comprehensive review reflect existing practice.

The proposed changes related to growth and settlement is supported by staff. The “satisfy market demand” comprehensive review requirement should be clarified either in the policy or through the proposed projection methodology guideline. The Province should be encouraged to incorporate these changes into the PPS and clarify the “satisfy market demand” requirement.

Employment Lands

The current PPS contains policies that speak to the promotion of economic development and competitiveness and the planning, protection and preservation of employment areas. These policies were considered as part of the Phase 1 Official Plan Review. The Employment Area policies in the Official Plan are designed to provide the City and community the flexibility to respond to economic opportunities as they emerge. For example, the Official Plan permits all uses (with the exception of Heavy Industrial) on lands designated Mixed Use Commercial. This flexibility is appropriate in a rural and northern context.

The proposed PPS contains policies that are aimed at encouraging municipalities to facilitate conditions for economic investment, and at the time of official plan review or update, assess locally-identified employment areas to ensure designations are appropriate; provide municipalities with greater control over employment area conversions to support the forms of development and job creation that suit the local context (current and future); and provide stronger protections for manufacturing and industrial uses where non-employment uses.

The proposed PPS would require that municipalities promote economic development and competitiveness by facilitating the conditions for economic investment by identifying strategic sites for investment, monitoring the availability and suitability of employment sites, including market-ready sites, and seeking to address potential barriers to investment. The proposed change is consistent with Council's Strategic Plan which identifies the need for an Employment Land Strategy.

The proposed PPS would permit employment lands to be converted to non-employment uses outside of a comprehensive review process, subject to a number of criteria being satisfied, so long as they are not identified as a Provincially Significant Employment Zone.

These proposed changes regarding employment lands are supported by staff. The Province should be encouraged to incorporate these changes into the PPS.

The proposed PPS would strengthen the protection of existing employment areas by, in part, prohibiting residential and institutional uses within employment areas planned for industrial and manufacturing uses, unless they are ancillary to the primary employment uses. This approach would remove the flexibility, currently afforded in the OP.

Staff is concerned that the proposed restriction on institutional uses would reduce this flexibility and effect existing or future proposals to site new institutional uses on industrially designated lands. This restriction is inconsistent with Council's strategic direction and could preclude future partnerships between the City's post-secondary education institutions and the mining industry. The Province should be encouraged to consider allowing institutional uses in employment areas in rural and northern areas of the province.

Housing

The current PPS contains a suite of policies that are designed to encourage an appropriate amount, type and mix of housing options. The proposed PPS would expand the range of housing options, emphasize where they should be built and ensure an adequate land supply.

The need for a range and mix of residential types is emphasized as a factor that sustains healthy, liveable and safe communities. A definition of "Housing Options" is proposed which means "a range of housing types such as, but not limited to single-detached, semi-detached, rowhouses, townhouses, stacked townhouses, multiplexes, additional residential units, tiny homes, multi-residential buildings and uses such as, but not limited to life lease housing, co-ownership housing, co-operative housing, community land trusts, affordable housing, housing for people with special needs, and housing related to employment, institutional or educational uses"

New language is proposed in Section 1.1.1 b) and e) which emphasizes the need for a range of housing options and to integrate land use planning with transit-supportive development and to optimize transit investments. This direction is echoed in Section 1.1.3.3, where appropriate locations for intensification and redevelopment are enumerated. This proposed change aligns with the transportation related locational criteria established in the Affordable Housing Community Improvement Plan and recent changes to the Zoning By-law that provide a 25% reduction of parking requirements for units subject to an affordable housing agreement with the City.

In the same vein as integration, the coordination policies of Section 1.2 are proposed to be updated to specify that planning matters pertaining to housing needs should be coordinated and integrated with Service Manager Housing and Homelessness Plans.

These proposed policy changes are consistent with the City's current practice of aligning the Official Plan policies with the City's Housing and Homelessness Plan. Further, in 2016 the City formed a Health and Housing Working Group comprised of staff from the Planning Services Division, Housing Services Division and Social Services Division. This group prepared the updated Affordable Housing Strategy, which included the introduction of the Affordable Housing Community Improvement Plan, as well as this group collaborates on annual updates to the Housing and Homelessness Plan.

With respect to land supply, the current PPS requires municipalities to ensure an adequate supply of land for a 20-year horizon. The planning horizon is proposed to be increased to 25-years and is it be informed by provincial guidelines to support land budgeting (which have yet to be released). Section 1.4.1 further requires municipalities to maintain at least a 12-year supply (currently 10-year supply) of residential lands and a 5-year supply of residential servicing capacity.

These proposed changes regarding housing are supported by staff. The Province should be encouraged to incorporate these changes into the PPS.

Reducing Barriers to Development

The proposed PPS would include new policies that are designed to reduce existing barriers to urban and resource-related development. The proposed PPS would require that planning authorities "take action" to support housing supply and facilitate a timely and streamlined process for local development by identifying and fast-tracking priority applications and increasing approval timeframe service standards to the extent practical. These proposed changes align with Council's strategic priorities and continuous process improvements to development approvals, most recently through the Strengthening Development Approvals Initiative. These changes are supported by staff. The Province should be encouraged to incorporate these changes into the PPS.

Other Changes

The Province is also proposing a number of administrative changes to the PPS for clarity purposes. Included in these changes are references to a number of implementation guidelines, including land supply, expansion of settlement areas and minimizing potential land use conflicts. It is important to note that the "shall be consistent with" standard remains in place, meaning that all decisions made by an approval authority must be consistent with the policies set out in the PPS. Some of the "shalls" require the City to undertake additional work or monitoring. For example, maintaining the required supply of residential and employment land, or implementing targets for affordable housing.

Other changes are proposed with the goal of supporting rural, northern and indigenous communities. The policies would allow flexibility for communities by clarifying perceived barriers to sewage and water servicing policies for lot creation and development in rural settlement areas; enhance municipal engagement with indigenous communities on land use planning to help inform decision-making, build relationships and address issues up front in the approvals process; as well as enhance agricultural protections to support critical food production and the agricultural sector as a significant economic driver.

Conclusion

The Province's proposed changes to the PPS generally align with Council's strategic goals and existing plans and processes of the municipality. This report includes staff's perspective on several of the proposed changes. Should City Council agree with staff's perspective, it should approve the recommendation outlined in the Resolution section of this report.

References

1. Provincial Policy Statement, <http://www.mah.gov.on.ca/Page215.aspx>
2. Proposed Changes to the Provincial Policy Statement, <http://ero.ontario.ca/notice/019-0279>
3. Official Plan for the City of Greater Sudbury, <https://www.greatersudbury.ca/city-hall/reports-studies-policies-and-plans/official-plan/>
4. Growth and Settlement Policy Discussion Paper, <https://www.greatersudbury.ca/linkservid/70EEB281-E406-496A-CEB798AA1A980D5C/showMeta/0/>

Presented To:	City Council
Presented:	Tuesday, Oct 08, 2019
Report Date	Friday, Sep 20, 2019
Type:	Managers' Reports

Request for Decision

CGS Strategic Plan 2019-2027 Update

Resolution

THAT the City of Greater Sudbury approves the updated 2019-2027 Strategic Plan as outlined in the report entitled "CGS Strategic Plan 2019-2027 Update", from the Chief Administrative Officer, presented at the City Council meeting on October 8, 2019.

Relationship to the Strategic Plan / Health Impact Assessment

This report is directly related to the Strategic Plan 2019-2027.

Report Summary

At the Special City Council Meeting on July 10, 2019, CGS Council approved the 2019-2027 Strategic Plan with several amendments. As part of the approval, Council directed staff "to prepare, for Council's consideration, a new objective related to community vibrancy, with related goals and initiatives."

This report responds to Council's direction and proposes language to incorporate the goal of community vibrancy in the overall plan as well as through a specific objective. The report also proposes additional language in the plan's preamble to reflect Council's commitment to the themes of diversity and inclusion as well as indigenous truth and reconciliation.

Finally, the report outlines how the 2019-2027 Strategic Plan will be reflected within CGS workplans, the annual business planning and budgeting process and how Council will receive progress updates.

Financial Implications

There are no financial implications associated with this report.

Signed By

Report Prepared By

Ian Wood
Executive Director of Strategic
Initiatives, Communication and Citizen
Services
Digitally Signed Sep 20, 19

Financial Implications

Liisa Lenz
Coordinator of Budgets
Digitally Signed Sep 23, 19

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Sep 23, 19

A. Incorporating Community Vibrancy into the Plan:

The *City of Greater Sudbury 2019-2027 Strategic Plan* as reviewed and approved by Council in July, 2019 contains a series of priorities, objectives and initiatives that were developed by City Council and ELT over a six-month process. Additionally, prior to the development of the Strategic Plan, several other reports and information-gathering efforts informed the strategic plan discussions including:

- A citizen survey
- An employee survey
- 2019 Budget public input
- Comments from voters to councillors gathered as part of the 2018 election campaign
- Population Health world café consultation

In approving this strategic plan, Council directed staff to prepare a new objective related to community vibrancy.

As Mayor Bigger noted during the March strategic planning workshop, cities succeed when they provide healthy places to live and thrive when its residents are innovating and developing solutions for their most fundamental needs. He also acknowledged every city is trying to close gaps and make progress on addressing issues that could influence their future success. Generally, all cities want to display the following qualities:

- They're seen as welcoming and safe
- They are a magnet for talented people and their families
- They are citizen-focused
- They reflect a positive, optimistic, solution orientation
- They build trust with the residents and businesses they serve

These qualities are often also part of general discussions about community vibrancy, however, no standard definition for “community vibrancy” exists.

Vibrancy is a quality—a set of observable characteristics and practices—that distinguish successful communities and those that struggle or fail. Discussions about “Community Vibrancy” typically include references to:

- communities and neighbourhoods that are pockets of diverse activity
- a sense of place
- well-designed gathering places that foster a sense of community

- public health, and design that promotes health/wellness
- magnets for entrepreneurs
- economic success
- opportunities for residents and visitors to socialize, shop, learn, eat, drink, and be active
- personal connections with the City of Greater Sudbury

Community vibrancy also conveys an impression about how well a city functions. Its capability to incorporate housing, commerce, transportation, schools, health and hospital facilities, cultural institutions and cultural expression, and the preparedness it shows for information and disaster recovery all could influence perceptions of its vibrancy.

A key feature of a discussion about a community's vibrancy, perhaps, is how well it integrates these elements. Policy choices and workplans that reflect vibrancy show thoughtful consideration and connectivity between disparate sectors of a community's economy, social network and infrastructure. This not only facilitates resiliency, but it also creates opportunity for synergy and efficiency that might not otherwise be realized.

Based on the outlined context, and in response to Council's direction, staff propose to add a seventh strategic objective to the 2019-2027 Strategic Plan as follows:

7. Strengthening 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.

Attached to this objective, staff proposes to add the following goals:

1. Develop a Public Art Implementation Plan
2. Develop and implement policies, practices and enabling technologies that encourage meaningful citizen engagement at the neighbourhood and community level
3. Strengthen the framework of programs that support the artistic, cultural and creative expression of local citizens and groups

4. Review the Official Plan and other corporate policies to ensure they are appropriately aligned with the strategic objective of community vibrancy
5. Where relevant, incorporate the objective of community vibrancy into the development of new municipal facilities and infrastructure.

Please note that within Council's original version of the strategic plan, there are several goals and actions that support the objective of Community Vibrancy. Staff are not suggesting that these be moved within the document as they also support the goals and objectives in their current placement. This plan should be seen as a holistic, not a siloed, document, where many objectives, goals and actions are inter-related and all are contributing to the overall mission, vision and values.

B. Revised Introduction for Strategic Plan 2019-2027

In keeping with Council's Vision, incorporated in the Strategic Plan, and its emphasis on the concept of a community of communities, staff is proposing revisions to the Introduction section of the Plan. These revisions are designed to emphasize our community's collective support for diversity.

The changes are reflected below, and included in the final version attached to this report.

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 home to the third largest French-speaking population in Canada outside of the province of Québec.~~ We are also a leading destination for tourists, both regionally and nationally.

~~Greater Sudbury is built on a foundation of diversity. Its Bridge of Nations recognizes and celebrates some of the many dozens of population groups that live and thrive in our community. Much of our strength lies in this diversity.~~

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.

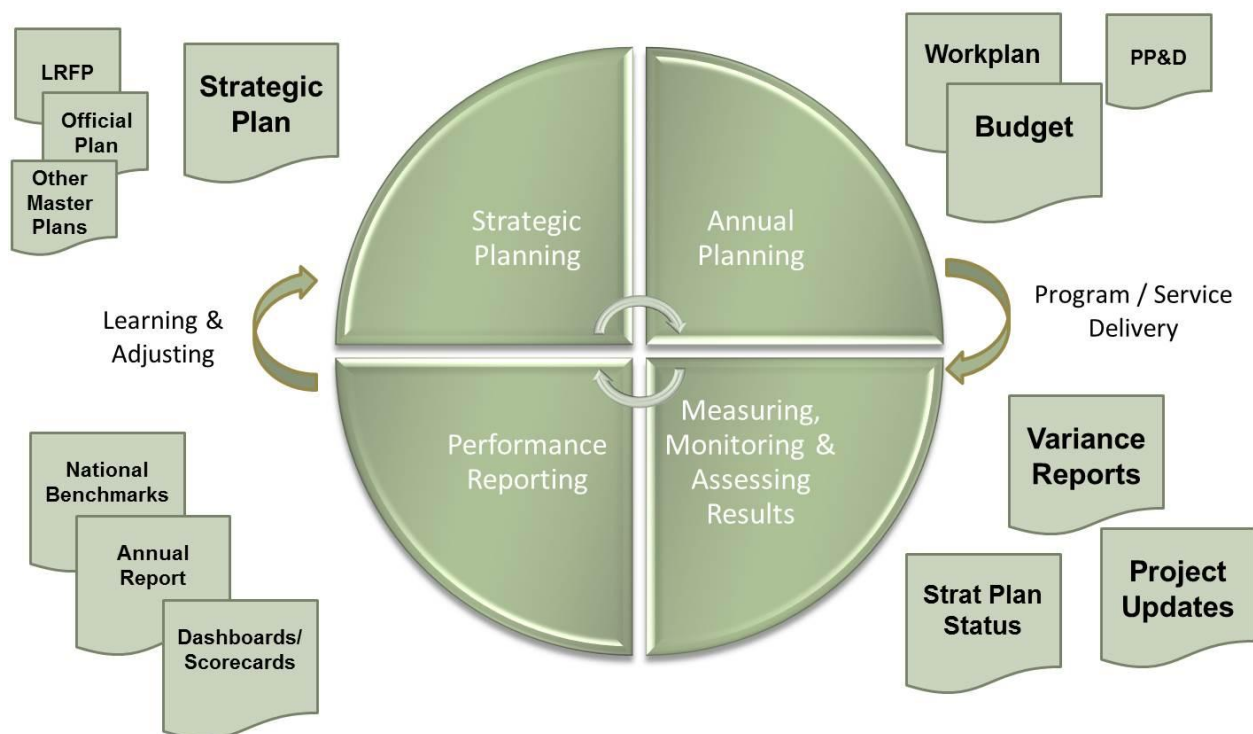
The priorities outlined in this strategic plan reflect the unique nature of our community. Actions to address each of the priorities will also advance Greater Sudbury's standing as a centre of excellence in economic, social, and environmental innovation.

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.

C. Ongoing Integration of Strategic Plan into Annual Business Cycle

As indicated during the evolution and approval of the CGS Strategic Plan 2019-2027, staff intend to incorporate the spirit, objectives and goals of the final plan into the process of developing the various products and reports which come forward as part of the City's Annual Management Cycle.

As shown in the following diagram, the Strategic Plan forms the basis for the development of annual plans which include departmental workplans and budget. The new plan has an eight year horizon so staff will seek Council's direction to identify priorities from the strategic plan for work in the coming years.



The monitoring phase involves monitoring and assessments including an evaluation of initiatives related to the strategic plan. This evaluation is then reflected in performance reporting, including the CAO's Quarterly Performance Reporting, MBNCanada benchmarking reports and Departmental Key Performance Indicators included with the annual business plan and budget.

All of this information will be highlighted for Council through the year and will inform discussion and direction for upcoming annual cycles. A brief analysis of achievements related to the Strategic Plan will be incorporated into the City's Annual Report.

D. Conclusion

Following Council's review and direction, the City of Greater Sudbury Strategic Plan 2019-2027 will be finalized and a complete plan published to the City's website. Regular monitoring, assessment, reporting and evaluation will be provided to Council on an ongoing basis.

E. Resources

Council Strategic Plan Final Report – July 10, 2019

(<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=2&id=1434>)

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 Wahnapiet 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.

Presented To:	City Council
Presented:	Tuesday, Oct 08, 2019
Report Date	Friday, Sep 06, 2019
Type:	Managers' Reports

For Information Only

Ward Boundary and Governance Review

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters.

Report Summary

This report provides Council with information regarding Ward Boundary and Governance Reviews.

Financial Implications

The cost for a ward boundary or governance review would be funded from the Election Expenses Reserve Fund.

Signed By

Report Prepared By

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Part I Ward Boundary Reviews

Background

In 2008, the City of Greater Sudbury adopted the Ward Boundary Review Policy the full text of which is appended to this report (Appendix A), which provides for a review of ward demographics following every third Municipal and School Board Election. As the 2014 election marked the third election since the 2005 review, in September of 2015, Council was provided with a report outlining a number of options for the initiation of a ward boundary review.

Council approved Option 1, which directed staff to report back with updated ward based population figures and projections following the 2018 Municipal and School Board Election. This report provides Council with the requested information and provides information regarding the thresholds to be met for the initiation of a ward boundary review.

Legislation and Policies

Section 222 of the *Municipal Act, 2001* (the Act) authorizes municipalities to divide or re-divide the municipality into wards or dissolve the existing wards. Pursuant to this section of the Act, many municipalities, including the City of Greater Sudbury, have developed policies to mandate reviews of ward boundary demographics on a periodic basis, typically following every third election, in order to assist Councils in determining whether to conduct ward boundary reviews.

In 2008, the City of Greater Sudbury adopted a Ward Boundary Review Policy. The Policy has two parts; the first, mandates the frequency of ward boundary demographic reviews; the second, sets out the guiding principles that need to be taken into account during any ward boundary review process that is approved by Council.

In accordance with Part A of the policy, boundary reviews are triggered when one or both of the following conditions are met:

- where it is found that the number of eligible electors in any one ward is, or within twelve years will be, +/- 25% of the average number of electors per ward, a recommendation will be made to Council to initiate a ward boundary review.
- where it is found that the number of eligible electors in any one ward is, or within twelve years will be, +/- 20% of the average number of electors per ward and where a significant community of interest is negatively affected, options for a ward boundary review will be presented to Council for consideration.

The most recent City of Greater Sudbury ward boundary review was completed in 2005. At that time Council voted to increase the number of wards from six (6), each represented by two councillors, to the current twelve (12) wards, each represented by a single councillor.

Principles and Processes of Ward Boundary Reviews

Canada's democratic institutions are based upon the principle of representative democracy, which means that every citizen has the right to be represented in government, and that each vote carries equal weight regardless of where the voter lives.

Effective representation requires that voters have an equitable opportunity to access their elected representative and that there is a balance between distinct groups and the broader population base.

Ward based electoral systems are structured to reflect this principle and were initially conceived to ensure equal representation from all areas in a community and direct contact between elected officials and the citizens whom they represent.

Typically, ward boundary reviews make adjustments to existing ward boundaries to reflect changing community demographics, while retaining existing governance structures.

There is a certain amount of complexity associated with ward boundary reviews and considerations that must be taken into account include:

- appropriate methodology;
- knowledge of decisions and rulings related to boundary reviews;
- technical expertise;
- transparency and consistency to design a ward based system;
- the guiding principles set out in our current By-Law;
- impact on School Board areas and zones as they typically cross municipal ward boundaries and in some cases may include portions of adjacent municipalities and unorganized townships.

In order to ensure that boundary reviews meet legislative requirements, consider the above noted complexities, and are conducted in a manner to ensure the fair and equal representation of the municipality's electors, many municipalities turn to external service providers to conduct their ward boundary review.

Should Council choose to proceed with a ward boundary review, costs for the retention of a service provider to work with Clerk's Services to conduct the review would be drawn from the Election Expenses Reserve. Based on the review conducted in 2005 and

information provided by other municipalities who have undergone similar reviews, it is estimated that the entire process would take approximately twelve months to complete.

Throughout the approximately twelve month period of the boundary review and as per the provisions of the existing policy, broad public consultation would occur to ensure that any citizen who wishes to provide opinions and feedback or receive information about the implications of ward boundary changes is able to do so. While the work plan and schedule of meetings would be determined by the service provider, open houses and town hall type meetings would be held in each of the twelve wards and various options for the redrawing of the boundaries would be presented to both the public and Council throughout the process.

Once the service provider has completed the review, Council would be provided with final ward boundary options and a by-law reflecting the decision of Council would be passed to give effect to any changes. The by-law may be appealed within forty-five days of it being passed by Council.

In order for ward boundary changes to come into effect for the 2022 Municipal and School Board Election, a by-law to establish new wards must be passed and all associated appeals concluded before January 1, 2022. Otherwise the ward boundary changes will not be implemented until the 2026 Municipal and School Board Election.

Given the legislated timelines and resources required to complete a ward boundary review, if Council decides to proceed with a review, work would need to begin at the earliest opportunity to ensure that the review is completed and the by-law passed by the end of 2020. This will ensure that there is sufficient time in 2021 to allow for potential appeals to be heard and to plan for the 2022 Municipal and School Board Election.

Data

In order to determine if either of the thresholds outlined in Part A of the Ward Boundary Review Policy are met, two population figures need to be considered for each of the twelve wards: overall ward population, and eligible elector counts.

From that information deviations from the average number of total ward populations and average number of eligible electors per ward are then calculated to determine if any wards fall within the +/- 25% threshold needed to potentially trigger a ward boundary review.

Overall Ward Population

In the spring of 2019, the City of Greater Sudbury GIS Department utilized 2016 Census data to determine total population of the municipality's twelve wards as they stood following the 2018 Municipal and School Board Election. The table below illustrates the populations of the individual wards along with the percentage of deviation from the average ward population of 13,461.

Ward	Population	% of deviation from avg. pop
1	13,415	-0.3%
2	13,155	-2.3%
3	12,854	-4.5%
4	13,356	-0.8%
5	13,046	-3.1%
6	14,212	5.6%
7	13,642	1.3%
8	11,510	-14.5%
9	14,174	5.3%
10	14,736	9.5%
11	13,329	-1.0%
12	14,102	4.8%
Average	13,461	

Data provided by Hemson Consulting as part of the Development Charges Background Study based on 2016 Census information was used to forecast overall ward populations and deviations from the average through to the year 2036 as illustrated in the table below.

Ward	2021	Variation	2026	Variation	2031	Variation	2036	Variation
1	14,290	2.2%	14,510	2.8%	14,650	3.2%	14,800	3.6%
2	13,730	-1.8%	13,890	-1.6%	14,000	-1.4%	14,120	-1.2%
3	13,170	-5.8%	13,300	-5.8%	13,390	-5.7%	13,490	-5.6%
4	13,620	-2.6%	13,760	-2.5%	13,870	-2.3%	13,980	-2.2%
5	13,500	-3.5%	13,610	-3.6%	13,670	--3.7%	13,730	-3.9%
6	14,650	4.8%	14,800	4.8%	14,900	4.9%	14,990	4.9%
7	14,360	2.7%	14,530,	2.9%	14,630	3.0%	14,730	3.1%
8	11,880	-15.1%	11,910	-15.6%	11,890	-16.3%	11,910	-16.7%
9	13,770	-1.5%	13,910	-1.5%	13,990	-1.5%	14,070	-1.5%
10	14,890	6.5%	14,940	5.8%	14,960	5.4%	15,000	5.0%
11	14,490	3.6%	14,620	3.6%	14,720	3.7%	14,820	3.7%
12	15,470	10.6%	15,620	10.6%	15,730	10.8%	15,850	10.9%
Avg. Pop	13,985		14,117		14,200		14,291	

Potential Elector Counts 2018-2030

The Municipal Property Assessment Corporation's People Portal provides for the ability to generate potential elector counts to assist in determining whether or not a boundary review is warranted. These counts reflect ongoing updates processed within MPAC's Names Databases from a variety of sources:

- information from MPAC's Property Assessment Database;
- information that electors themselves update through the voterlookup.ca online service;
- updates resulting from data-matching vs. data received quarterly from the National Register of Electors (Maintained by Elections Canada);
- updates resulting from MPAC's processing of Voters' List revisions submitted by the municipality.

These counts are intended to provide estimates for municipal planning purposes when ward boundaries are being reviewed or revised and as such are projected to coincide with Municipal and School Board Election Years. These counts are not absolute determinants of elector populations but rather provide estimates to be used as a guide in boundary reviews.

The table below illustrates potential elector counts following the election in 2018 through to the 2030 Municipal and School Board Election and the deviation from the average number of eligible electors per ward.

Ward	2018 Elector Count	Variation	2022 Potential Elector Count	Variation	2026 Potential Elector Count	Variation	2030 Potential Elector Count	Variation
1	11,104	-1.28%	11,324	-1.85%	11,512	-2.40%	11,655	-2.80%
2	11,776	4.70%	12,048	4.42%	12,259	3.93%	12,405	3.46%
3	10,550	-6.20%	10,831	-6.13%	11,158	-5.40%	11,376	-5.12%
4	10,684	-5.01%	10,950	-5.10%	11,208	-4.98%	11,426	-4.71%
5	10,577	-5.96%	10,915	-5.40%	11,254	-4.59%	11,504	-4.06%
6	11,471	1.99%	11,896	3.10%	12,231	3.69%	12,514	4.37%
7	11,335	0.78%	11,677	1.20%	11,986	1.62%	12,179	1.57%
8	9,423	-16.22%	9,688	-16.03%	9,899	-16.08%	10,085	-15.89%
9	11,699	3.74%	12,088	4.77%	12,370	4.87%	12,581	4.93%
10	13,049	16.02%	13,244	14.79%	13,407	13.66%	13,510	12.67%
11	11,792	4.84%	12,074	4.65%	12,321	4.46%	12,564	4.78%
12	11,510	2.33%	11,721	1.59%	11,939	1.22%	12,086	0.80%
Avg.	11,248		11,538		11,795		11,990	

Conclusion

As per the provisions of the Ward boundary Review Policy, Council is to be presented with ward boundary demographics following every third election. Where the following criteria are met, staff will provide a recommendation that a ward boundary review be conducted:

- the number of eligible electors in any one ward fluctuates be more than +/- 25% from the average number of electors per ward;
- the number of eligible electors in any one ward fluctuates more than +/- 20% of the average number of electors per ward and where a significant community of interest is negatively affected.

As demonstrated by the Statistics Canada Census information contained in the Hemson Report and the Potential Elector Counts Generated by MPAC, the fluctuations in each ward from the average number of electors do not currently meet or exceed the thresholds in the City's Ward Boundary Review Policy nor are they anticipated to meet or exceed those thresholds based on current projections. As such, staff do not recommend proceeding with a review of the existing ward boundaries at this time.

Part II Governance Reviews

Through the strategic planning process conducted in early 2019, Council expressed an interest in exploring a governance review. This portion of the report is dedicated to providing Council with information regarding the governance review process.

Background

At the time of the 2022 Municipal and School Board Election the City of Greater Sudbury will have been operating under the same Mayor and twelve councillor model for over twenty years. The current model was designed in 1999 by Hugh J. Thomas, Special Advisor on Local Government Reform, and came into effect on January 1, 2001 at the time of amalgamation. Under this model the newly formed City of Greater Sudbury was divided into six wards each represented by two councillors and a Mayor elected at large. This structure was based on the principles of:

- reducing the inside/outside friction;
- establishing a council size sufficient to provide representation of two councillors per ward;
- preventing the problem of dominance by any one area;
- enhancing the ability of council to set priorities and long-term goals;
- creating a feeling of "ownership" amongst the politicians;

- enhancing the working relationship between the council and staff, who have a common goal;
- creating wards of relatively equal population;
- recognizing the communities of the municipality where French is predominant.

The initial model was subsequently modified in 2006 following the Municipal and School Board Election as it was found at times to be cumbersome with dual accountabilities for the ward and overlap of work and responsibilities between the councillors. Following a review, the existing six wards were divided in two with one councillor representing each ward.

Principles of Governance Reviews

It is important to distinguish a governance review from a ward boundary review. While both processes can encompass changes to existing ward boundaries, a ward boundary review focuses namely on the population statistics and numbers within the existing ward structure and, if required, adjusts the physical boundaries of the ward accordingly to achieve balanced populations.

Governance reviews are more complex in nature and are undertaken as a means of evaluating existing structural elements of municipal governments to determine if the current model is the most effective governance format for the municipality or if changes are required. Additionally, unlike ward boundary reviews, governance review decisions and changes to council size and structure cannot be appealed to a higher body.

There is no corporate policy, best practice or threshold to trigger a review of the City of Greater Sudbury's municipal government structure. While the Act includes provisions for the minimum size of a council (five members) and how the members of Council are elected to office, provincial legislation is largely silent on matters concerning the modification of council structure and local electoral systems. They make no reference to what an appropriate size of a municipal council should be.

As every municipality is unique, there are no overarching best practices or formulas to apply when considering governance reviews. Rather, what must be considered is whether or not the current governance structure in place allows the council of a municipality to effectively and equally represent constituents.

Prior to undertaking a full-scale governance review, the following questions should be considered:

- does the current model ensure effective representation for all citizens and balance the needs of the community at large with the many communities of

interest, be they geographical, historical, linguistic, demographic, cultural, social or otherwise that continue to evolve?

- does the model allow for effective recognition of and debate about both local, neighbourhood, and city wide issues and policies?
- is there a clear community understanding of how decisions are made and who is accountable for those decisions?
- as decision making and responsibilities become more complex, do the members of council have the time and resources required to make the best decisions?

Consideration must also be given to the number of constituents a councillor is currently representing or could potentially represent, whether the councillor will represent them in a part-time or full-time role and how the councillor will be compensated. Appendix B illustrates the Councillor to constituent ratio from the time of amalgamation and includes projected populations through to the 2030 Municipal and School Board Election.

With respect to Council compensation and the role of Council, the Association of Municipal Clerks and Treasurers of Ontario ("AMCTO") released a report regarding Council Compensation in Ontario which has been appended to this report as Appendix C.

Once a preliminary assessment has been conducted and the factors noted above have been taken into consideration, Council must then decide whether they wish to direct staff to undertake a review of the current municipal governance model.

Process and Timelines

Appropriate methodology, knowledge of decisions and rulings related to governance reviews and technical expertise need to be combined with transparency, neutrality and consistency, in order to design a governance system that achieves effective political management, representation and accountability. Given the complexity and potential impact of a governance review, it would be expected that an independent, third party consultant with expertise in this area be retained to conduct and lead the process. Support would be provided by Clerk's Services and other City staff as required should Council wish to undertake a review of the current governance model.

Based on the experiences of other municipalities, it can be anticipated that the entire process would take between eighteen and twenty-four months to complete. The process would involve a review the existing governance structure and present potential options for changes to council size and structure.

In comparison to ward boundary reviews, governance reviews are far more complex in nature and require a significant amount of time and resources to complete as they impact the structural elements of the municipality's government namely:

- the size of the municipal council;
- representation;
- how Councillors are elected (ward based, at large, hybrid model); and,
- how Councillors are compensated (part-time or full-time role).

Public engagement aimed at informing residents about both the review and key factors being considered would form the foundation of the process. The consultant(s) would gather public input and feedback from citizens about the existing governance structure, alternative models and the impact that any changes would have to the existing ward boundary structure.

Consultant(s) would also meet with members of the sitting Council in order to gather their opinions and feedback through individual interviews.

All information gathered would then be used by the consultant(s) to develop final governance structure and ward boundary options for presentation and decision by Council.

As indicated in Part I – Ward Boundary Reviews of this report, changes made to the ward boundaries are subject to appeal before the Local Planning Appeal Tribunal.

Conclusion

Should Council direct staff to proceed with a governance review, staff would begin the process of retaining a consultant to conduct the review. All costs associated with a ward boundary or governance review would be drawn from the Election Expenses Reserve.

Resources Cited

Ward Boundary Review Policy Report dated September 15, 2015 –

<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=820&itemid=10323>

Municipal Act, 2001 - <https://www.ontario.ca/laws/statute/01m25>

Hugh J. Thomas Report - [Sudbury 2001: Report to the Minister of Municipal Affairs and Housing on Local Government Reform for Sudbury](#)

Appendix A

City of Greater Sudbury Ward Boundary Review Policy

PART A: Frequency of Ward Demographic Reviews

A review of ward demographics will be initiated after every 3rd municipal election. The most recent Ward Boundary Review was completed in 2005 and implemented on December 1, 2006.

Staff will use demographic data as gathered in the most recent census, to conduct a detailed review of ward populations over the past ten years and giving consideration to anticipated population growth over the next twelve year period.

Where it is found that the number of eligible electors in any one ward is, or within twelve years will be, +/-25% of the average number of electors per ward, a recommendation will be made to Council to initiate a Ward Boundary Review.

Where it is found that the number of eligible electors in any one ward is, or within twelve years will be, +/-20% of the average number of electors per ward and where a significant community of interest is negatively affected, options for a Ward Boundary Review will be presented to Council for consideration.

PART B: Ward Boundary Review Guiding Principles

- Representation by Population: Voters should be equally represented and wards should have reasonably equal population totals, with no more than a +/-25% difference from the average number of electors per ward.
- Community of Interest: Ward Boundaries will respect the principle of effective representation, including the development of ward boundaries that reflect communities of interest and traditional neighbourhoods.
- Recognition of distinct geographic features: Ward boundaries will be drawn impartially and with consideration to using distinct physical and geographic features as ward boundaries and to ensuring that ward boundaries are reasonably simple and identifiable.
- Accounts for future changes in ward population: Take into consideration anticipated changes in population of a period of twelve years, or three elections.
- Public Consultation: The Ward Boundary Review process will include broad and effective public consultations.

Appendix B

Councillor to Constituent Ratio 2001 - 2030

The numbers in the table below illustrate the number of residents represented by one ward Councillor:

Ward	2001*	2003*	2006	2010	2014	2018	2022	2026	2030
1	12,868	12,709	13,277	12,853	13,548	13,415	14,290	14,510	14,650
2	13,681	13,076	12,142	12,443	13,168	13,155	13,730	13,890	14,000
3	12,734	12,837	13,420	12,793	12,894	12,854	13,170	13,300	13,390
4	12,514	12,247	17,733	12,485	12,235	13,356	13,620	13,760	13,870
5	14,391	14,220	12,175	12,204	13,190	13,046	13,500	13,610	13,670
6	14,380	13,637	13,499	13,468	13,827	14,212	14,650	14,800	14,900
7			12,712	12,722	13,581	13,642	14,360	14,530,	14,630
8			11,783	11,953	11,356	11,510	11,880	11,910	11,890
9			12,564	13,029	13,135	14,174	13,770	13,910	13,990
10			15,876	15,652	15,288	14,736	14,890	14,940	14,960
11			13,780	13,784	13,551	13,329	14,490	14,620	14,720
12			13,495	13,222	14,501	14,102	15,470	15,620	15,730

* At amalgamation the City of Greater Sudbury was comprised of six wards each represented by two members of Council. The current twelve ward model was implemented following the 2006 election.

AMCTO REPORT

Appendix C

MUNICIPAL COUNCIL COMPENSATION IN ONTARIO

MARCH 2018



AMCTO
THE MUNICIPAL EXPERTS

59 of 133

About AMCTO:

AMCTO represents excellence in local government management and leadership. AMCTO has provided education, accreditation, leadership and implementation expertise for Ontario's municipal professionals for over 75 years.

With approximately 2,200 members working in 98 per cent of municipalities across Ontario, AMCTO is Canada's largest voluntary association of local government professionals, and the leading professional development organization for municipal administrative staff.

Our mission is to provide management and leadership service to municipal professionals through continuous learning opportunities, member support, and legislative advocacy.

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1 EXECUTIVE SUMMARY

In August of 2017 AMCTO conducted a survey of municipalities in Ontario. Our goal was to gain a better understanding of how municipalities compensate their councils, create a resource for municipalities who are reviewing their council remuneration packages, and to add to the body of research about how local politicians are paid. While there has been a lot written about private sector compensation, there has been considerably less study of compensation for politicians at the local level.

Key findings from the survey, include:

- Most municipalities in Ontario classify their councils as part-time, however, municipalities are slightly more likely to have full-time heads of council than members of council.
- Only 14% of municipalities have a full-time head of council, while only 6% of municipalities have full-time councillors.
- Population clearly impacts whether or not a municipality's council is full- or part-time. Larger municipalities are more likely to have full-time councils.
- Though the majority of councils in Ontario are part-time, all councillors or heads of council are compensated for their work, either through a salary, honorarium or stipend.
- Larger municipalities are more likely to pay their councils a salary, and smaller municipalities are more likely to pay an honorarium or stipend.
- While levels of pay vary widely across the province, the majority of councillors and heads of council in Ontario are paid less than \$40,000 per year.
- Across the province heads of council are consistently paid at a higher rate than members of council.
- In terms of real dollar compensation, there is an evident but not always significant difference between municipalities that pay their councillors honorariums versus those that pay their councillors salaries. Salaries are generally higher, but not significantly so.
- The level of compensation that a municipality offers is closely

correlated to its size. Smaller municipalities are more likely to pay their members of council at a lower rate than larger municipalities.

- In addition to salaries, honorariums, and stipends, municipalities also provide a range of other benefits to their councils.

- Larger municipalities are more likely than smaller municipalities to provide optional benefits like cellphone reimbursement, newsletter printing or a pension contribution.
- Municipalities use a range of factors to help set their compensation levels. The most common practice is to survey the compensation paid by neighbouring municipalities.

2 BACKGROUND

In August of 2017 AMCTO conducted a survey of municipalities in Ontario. Our goal was threefold: (1) to gain a better understanding of how municipalities compensate their councils; (2) to create a dataset and resource for municipalities to use when reviewing their council compensation practices in the future¹; and (3) to add to the broader body of research about how politicians are compensated, especially at the local level.

While considerable attention has been given to compensation in the private sector, especially as it relates to senior executives, less has been written about compensation for politicians. What research has been done on this topic in Canada, has predominantly focused on the federal and provincial levels, where elected representatives are more likely to be full-time employees. Little has been written about how and why municipal politicians are compensated (Schobel, 2014, 150).

In 2014 an article published in *Canadian Public Administration*² argued that the process that most municipalities use—quantitative analysis and comparative studies of other municipalities—to determine their levels of compensation is inherently flawed (Schobel, 139, 2014). It further argued that municipalities face a significant challenge when setting council remuneration, as there is an inherent conflict of interest when councillors vote on their own compensation. The reaction to remuneration reviews amongst the media and citizens living in the municipality is at best mixed. When large increases are recommended the reaction is often hostile and negative (Schobel, 139, 2014).

In 2016 the Rural Ontario Institute (ROI) created a profile of municipal councillors in Ontario. It identified a number of the barriers to running for local office, including toxic work culture, lack of self-confidence, time pressures, and the incumbency advantage. Notably, the profile also argued that limited remuneration and the level of commitment required to serve on council are both barriers to attracting younger and more diverse candidates to run for seats on municipal

¹ Full results of the survey are available in the appendix, and the complete data set is available for AMCTO members on the association's website.

² Schobel, Kurt. (2014). "How much is enough? A study of municipal councillor remuneration." *Canadian Public Administration*, Volume 57, No. 1.

councils. The ROI's research found that these individuals have more demanding responsibilities outside of council, such as young families, additional financial burdens, and full-time jobs with less workplace flexibility. It also noted that younger members of council place a higher priority on maximizing their income, as they are in the prime earning years of their careers, often with dependents, and that the level of compensation offered by municipalities does not effectively compensate them for the financial and family sacrifices that they make (Deska, 2016, 3).

Historically serving on a local council has been a volunteer commitment. But, over time municipalities have come to recognize the more permanent nature of municipal public office and expanded the range of compensation and benefits that they provide. In addition to remuneration, many local governments also now provide employment benefits, office space, telecommunications equipment and reimbursement of other relevant business expenses (Schobel, 2014, 141). A growing number of municipalities are also debating whether or not to make their councils full-time positions (See: Richmond, 2016).

The role of local councillor is undeniably expanding. Councillors now sit on more working groups and task forces than ever before. They are also more accessible and expected to be more responsive than in the past. The growth of technology and expansion of social media allows members of the public to contact their representatives through a variety of channels at whatever time is most convenient to them. For many councillors the job has become 24/7, even if they are only compensated as a part-time employee or volunteer.

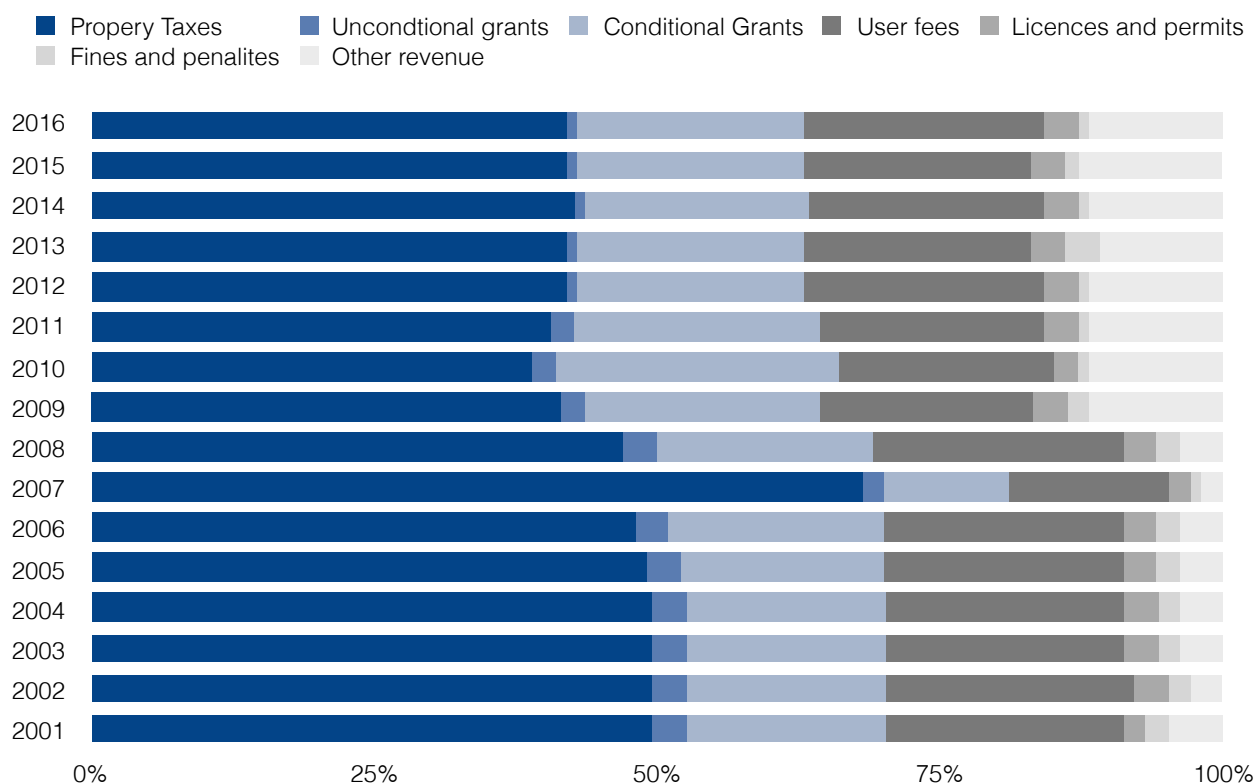
ROI's councillor profile noted that across the province serving representatives and prospective candidates said that balancing personal responsibilities and professional commitments is a challenge. In some cases potential candidates choose not to run for local office because the sacrifices are simply too great. The result is a body of councillors that is less diverse than the provincial average. According to ROI, Ontario municipal councillors are on average older, more predominantly male, less racially diverse, more likely to be retired, with higher incomes and more education than the communities that they represent (Deska, 2016).

While the primary motivation for most politicians who seek positions on council is to serve the community, it cannot be denied that the ability of a municipality to attract good candidates to serve on council is directly influenced by the fairness of compensation that they offer. The ability for municipalities to do this became harder in 2017 when the federal government

announced its intention to eliminate the one-third tax exemption that municipalities use for council salaries, starting in 2019. According to the Association of Municipalities of Ontario (AMO), this change would cost an eastern Ontario county government with a council of seventeen and a population of 77,000, at least \$74,00 per year (AMO, 2017). While this may not seem like a significant impact, given the current fiscal challenges confronting most municipalities, it could be larger than expected.

While smaller municipalities may feel a sharper impact from the end of the one-third tax exemption, local governments of all sizes in Ontario are facing a challenging fiscal situation. Though services are expanding and becoming more complex, the sources of municipal revenue have not changed significantly (see Chart 1). There is a growing consensus that the current fiscal situation for municipalities is unsustainable. According to AMO in order to maintain current service levels municipalities will have to increase property taxes by 4.51% every year for the next ten years just to preserve the status quo (AMO, 2015).

Chart 1: Sources of Municipal Revenue, 2001 - 2016



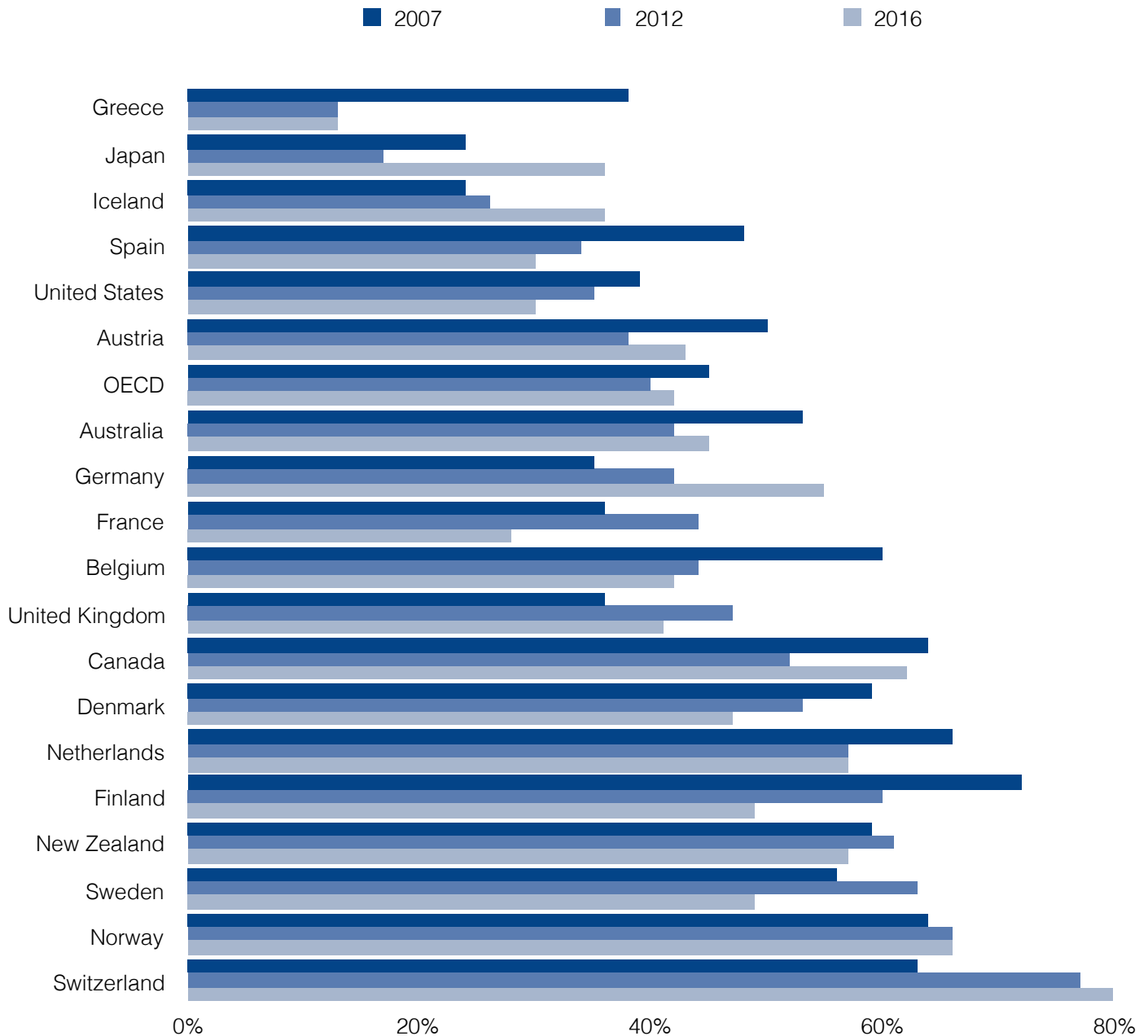
Source: Ministry of Municipal Affairs, Financial Information Returns

Under these circumstances it's not easy for municipal councils to discuss increasing their own compensation. Determining appropriate levels of compensation is difficult in any field or industry, but especially so in politics, where the debate is complicated by fraught political conditions, and often openly-hostile public opinion. While the staff working in municipalities provide objective recommendations, these debates are more often driven by voter outrage, citizen backlash, and politicians who want to avoid the perception that they are giving themselves a raise (see: Criscione, 2015; Shreve, 2017; Porter, 2014; Strader, 2012)

These debates have become even more charged in recent years as trust in government has declined and skepticism of institutions and “elites” increased. It is tempting to assume that Canada is in some way sheltered from the populist, anti-establishment currents running through politics in most western countries. In 2016 the Economist declared that in the “depressing company of wall-builders, door-slamers and drawbridge-raisers, Canada stands out as a heartening exception” (Economist, 2016). As seen in Chart 2, Canada does fare relatively well compared to other OECD countries in levels of trust in government.

However, even Canada's relative strength in the face of others weakness, does not mask the vulnerability that still exists. Canada still suffers from many of the stresses that energize populist movements in other industrialized countries, such as the decline of manufacturing jobs, stagnant incomes, and rising inequality (Economist, 2016). Moreover, the events of the past decade, from a deep economic recession to the emergence of overtly nativist political discourses in other countries, can be expected to impact Canadian public opinion (Parkin, 2017, 3). In 2017, the Edelman Trust Barometer found that only 47% of Canadians maintain trust in the country's institutions, and 61% don't believe that the country's leadership can solve the country's biggest problems. Canada continues to suffer from low membership in political parties, poor voter turnout, and generally weak political engagement (Economist Intelligence Unit, 2018, 21). Many Canadians are animated by concerns about what they see as wasteful spending, poor decision-making and a lack of government responsiveness to citizen priorities and needs (Neuman, 2016, 3). Most respondents to the Edelman survey agreed that “a person like yourself” is now as credible as an academic or technical expert, and far more credible than a government official (Edelman, 2017).

Chart 2: Trust in Government, OECD Countries 2007 - 2016



Source: OECD

One of the cures to the rising populist wave is better government. Municipalities, as the level of government that citizens most frequently interact with, are on the front lines of this effort. An important element of fostering good government is to ensure that municipalities can attract visionary and competent politicians and public servants to their communities. AMCTO hopes

that this report will serve as a resource for municipalities as they review their council compensation and ensure that it meets the needs of their community. However, in a broader sense, we also hope that it will help in some small way to make the decisions every local government makes about compensating their councillors more easily grounded in evidence, and facts and less on frustration and fear. Going forward AMCTO plans to conduct this survey again as a way to help equip municipalities with tools to make better evidence-based decisions.

3 METHODOLOGY

The findings in this report are drawn from a survey of 257 municipalities completed by AMCTO in August of 2017. The survey asked empirical questions about the level of pay that municipalities provide to their councillors, head of council, and deputy head of council (where applicable); whether or not they consider their councils full- or part-time; any other benefits they may provide; and, the factors they use to set compensation levels.

Table 1.
Survey Respondents vs. Ontario Municipalities

	SURVEY RESPONDENTS	MUNICIPALITIES IN ONTARIO (based on FIR Data)
POULATION		
Fewer than 10,000	60%	61%
10,000 – 50,000	27%	25%
50,000 – 100,000	6%	7%
100,000 – 250,000	4%	4%
More than 250,000	2%	3%
TIER		
Upper Tier	6%	7%
Lower Tier	58%	54%
Single Tier	35%	39%
Region		
Central Ontario	16%	18%
Eastern Ontario	22%	26%
Northern Ontario	32%	32%
Southwestern Ontario	30%	24%

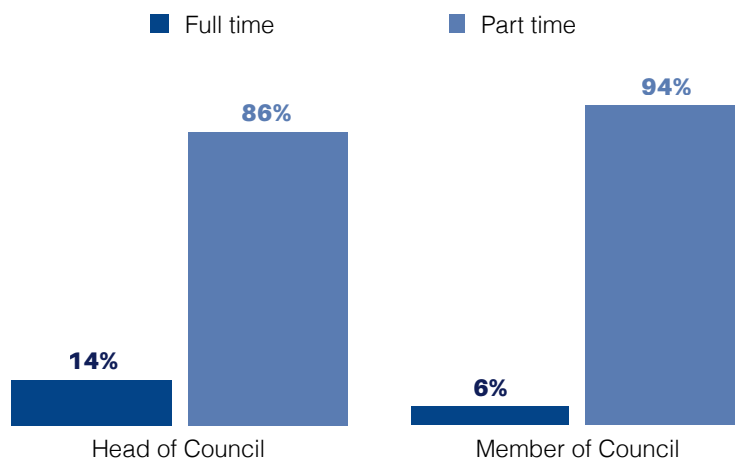
The data presented in this report is not weighted and reflects the responses of all municipalities who participated in the survey. The majority of respondents (60%) were municipalities with a population of less than 10,000. Just over 25% of respondents were municipalities with a population between 10,000 and 50,000, and the remainder were municipalities with a population over 50,000 (12%). The respondents included a range of upper, lower, and single tier municipalities. 35% of municipalities that responded to the survey were single tier, while 58% were lower tier and 6% were upper tier. The highest number of responses came from municipalities in Northern and Southwestern Ontario (32% and 30% respectively), while 22% of municipalities were from Eastern Ontario and 16% from Central Ontario. While the sample was not chosen to be statistically representative of the province, as seen in Table 1 the municipalities included in AMCTO's survey are a relatively good representation of the province.

4 FINDINGS

Full-time versus Part-time Councils

Most municipalities in the province classify their councils as part-time. However, municipalities are slightly more likely to have full-time heads of council than members of council. Only 14% of municipalities have a full-time head of council, while only 6% of municipalities have full-time councillors.

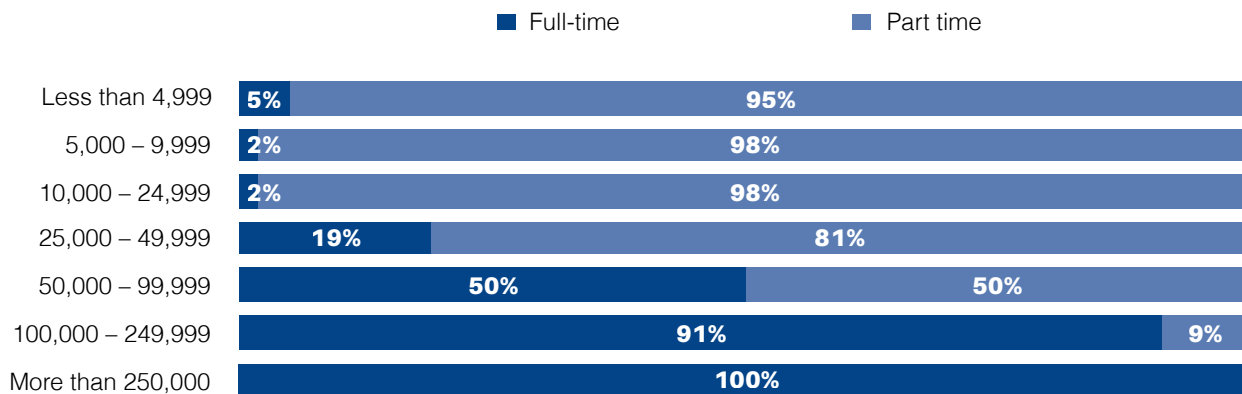
Chart 3.
Full-time vs. Part-time Councils



Population clearly impacts whether or not a municipality's council is full- or part-time. Municipalities with a full-time head of council are more likely to have a population over 50,000. For instance, 100% of municipalities with a population over 250,000, 91% of municipalities with a population over 100,000, and 50% of municipalities with a population over 50,000 have full-time heads of council. Comparatively, fewer than 5% of municipalities with a population below 50,000 have a full-time head of council.

Chart 4.

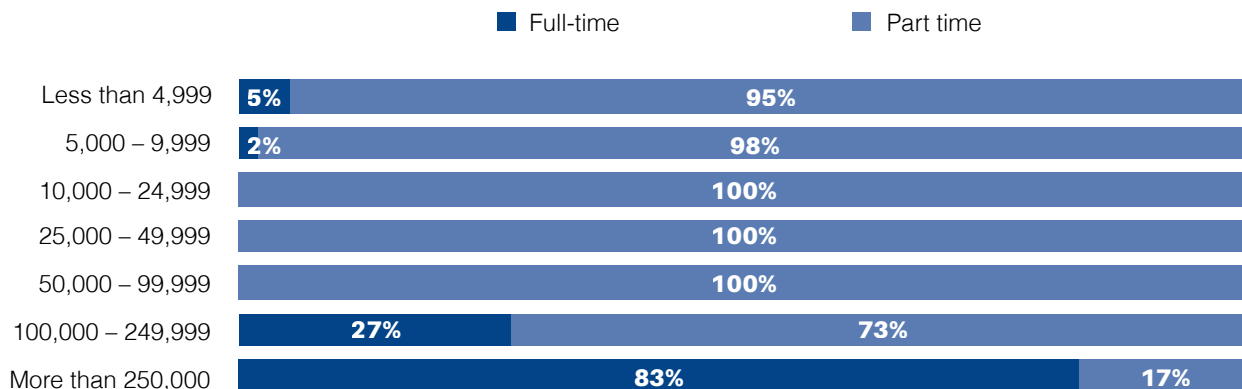
Full-time vs. Part-time *Heads of Council*, by population



Similarly, while municipalities are slightly less likely to have full-time members of council, the same population-effect can be observed. For instance, 83% of municipalities with a population over 250,000 and 27% of municipalities with a population over 100,000 have full-time councillors. The only municipalities with a population above 250,000 that have part-time councillors are upper-tier municipalities whose councillors also serve on lower-tier councils. By contrast, the majority of municipalities with a population below 100,000 have only part-time councillors.

Chart 5.

Full-time vs. Part-time *Members of Council*, by population

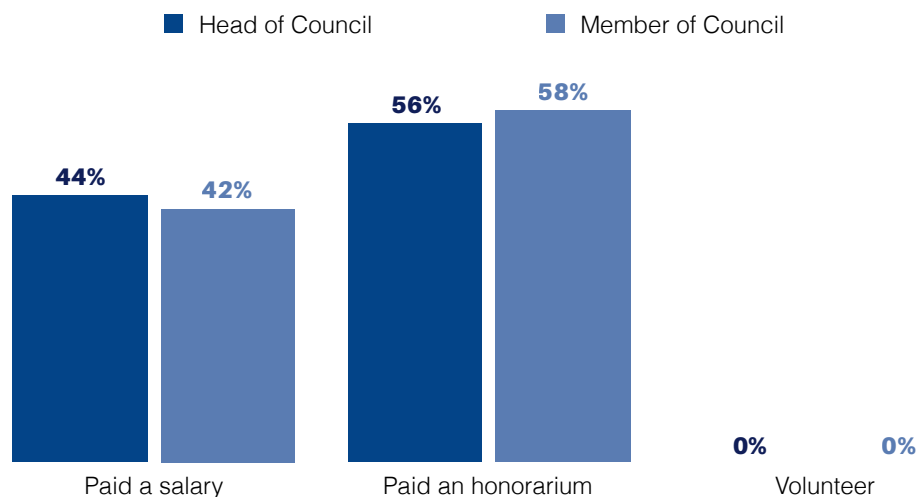


Paid versus Volunteer Councils

Though the majority of councils are part-time, all councillors and heads of council are compensated for their work, either through a salary, honorarium or stipend. Heads of council are slightly more likely to be paid a salary versus an honorarium, with 44% of heads of council paid a salary and 56% paid an honorarium or stipend. By contrast 42% of members of council are paid a salary and 58% are paid an honorarium/stipend. None of the municipalities that responded to this survey have councils that are completely volunteer.

Chart 6.

Paid vs. Volunteer Council



Whether a municipality labels the compensation that it pays a salary or honorarium is also closely tied to the size of the municipality. 64% of municipalities with a population over 10,000 pay their head of council a salary, while municipalities with a population below 10,000 are more likely to pay their head of council an honorarium (Chart 7). Similarly, for members of council the majority of municipalities with a population over 10,000 pay their councillors a salary, while the majority of those with a population below 10,000 pay their councillors an honorarium or stipend (Chart 8).

Chart 7.
Salary vs. Stipend, Heads of Council, by population

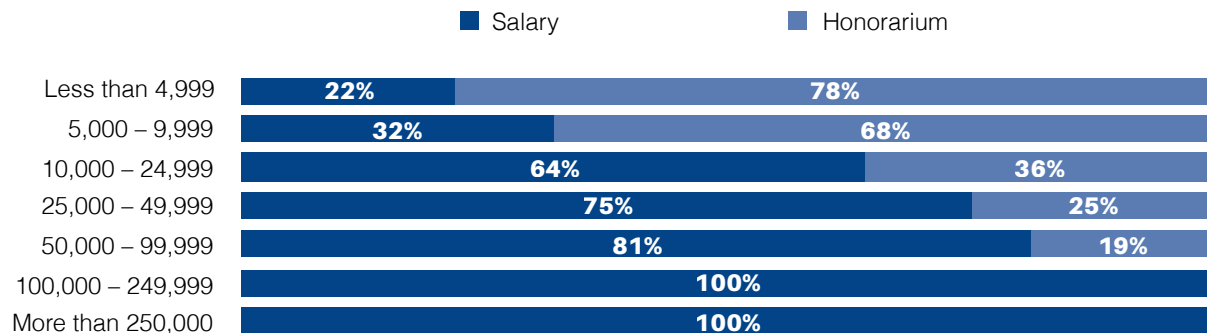
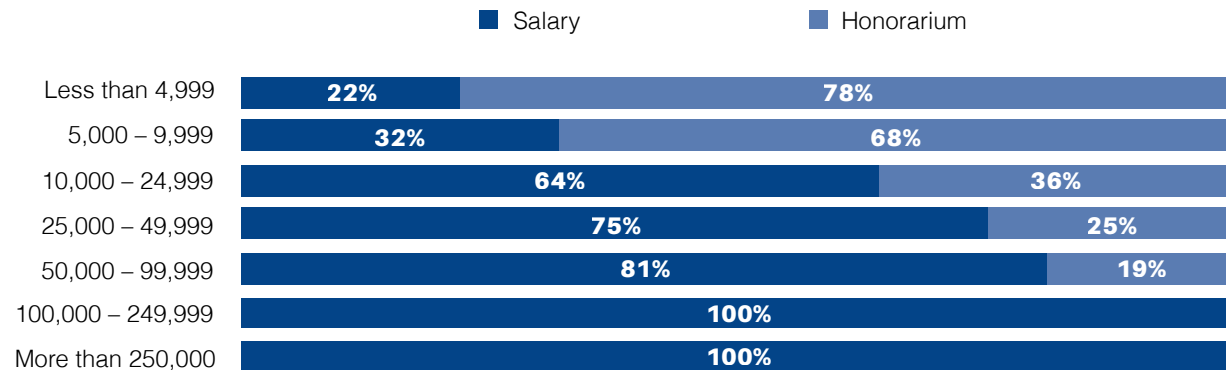


Chart 8.
Salary vs. Stipend, Members of Council, by population



There is also a regional impact to whether or not a municipality refers to its compensation as a salary or honorarium (Charts 9 and 10). For instance, municipalities in Central and Southwestern Ontario are more likely to offer a salary, while municipalities in Eastern and Northern Ontario are more likely to offer an honorarium or stipend, rather than a salary. Municipalities in Northern Ontario far more likely to give their councillors a stipend than any other region in the province.

Chart 9.
Salary vs. Stipend, *Head of Council*, by region

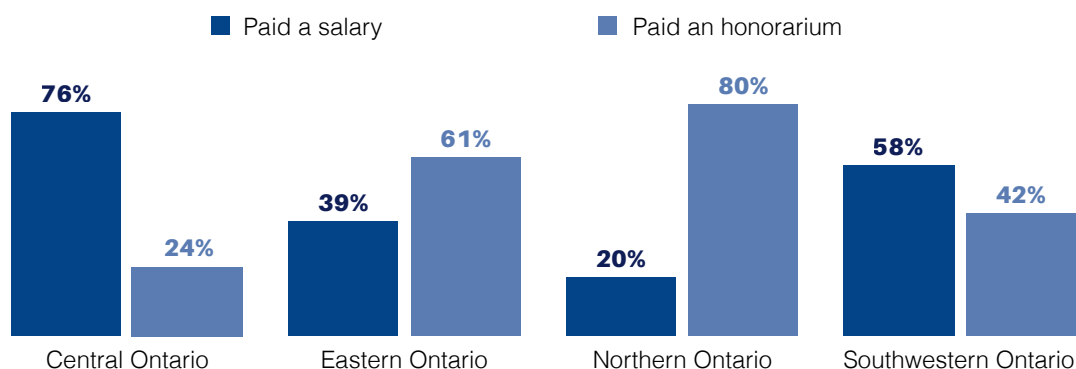
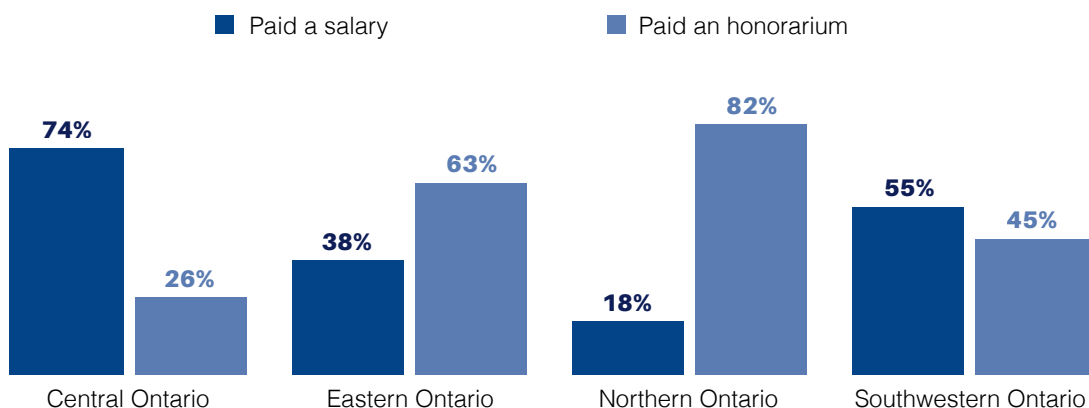


Chart 10.
Salary vs. Stipend, *Members of Council*, by region



However, if the regional disparities are broken down by population size as in Chart 11 and Chart 12, it becomes clear that while there is a regional effect, population size is the dominant factor. For instance, municipalities in Northern Ontario are more likely to pay their councils honorariums, however, while some of this can be attributed to regional disparities, the more powerful explanatory factor is population size. There are more small municipalities in Northern Ontario, which helps to explain why councillors in the north are more likely to be paid honorariums than councillors in the rest of the province. Similarly, most of the provinces largest municipalities are concentrated in central Ontario, so it follows that they would be more likely to be paid a salary than an honorarium.

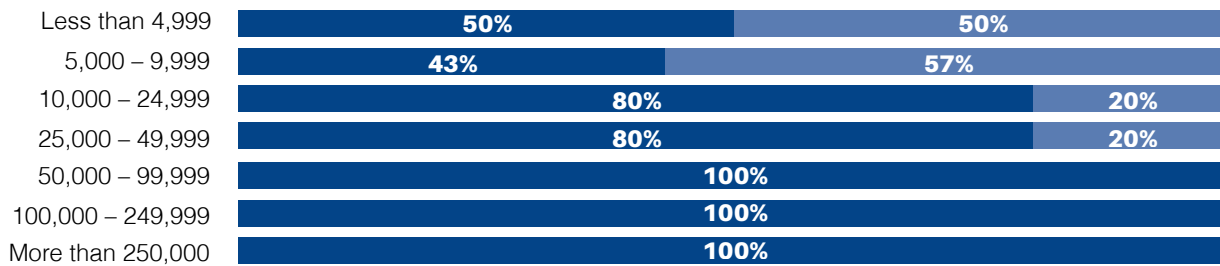
Chart 11.

Salary vs. Stipend, Heads of Council, by region/population

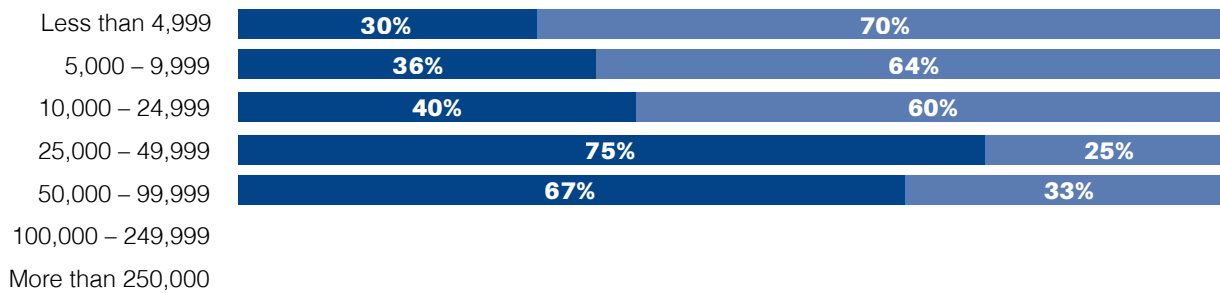
■ Salary

■ Honorarium

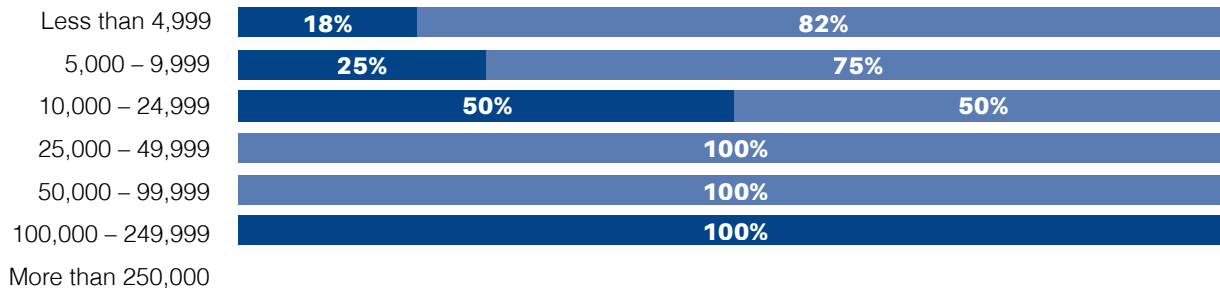
Central Ontario



Eastern Ontario



Northern Ontario



Southwestern Ontario

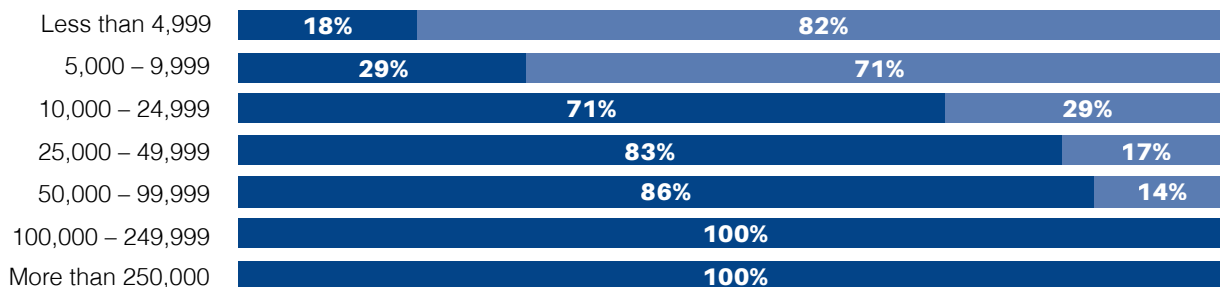
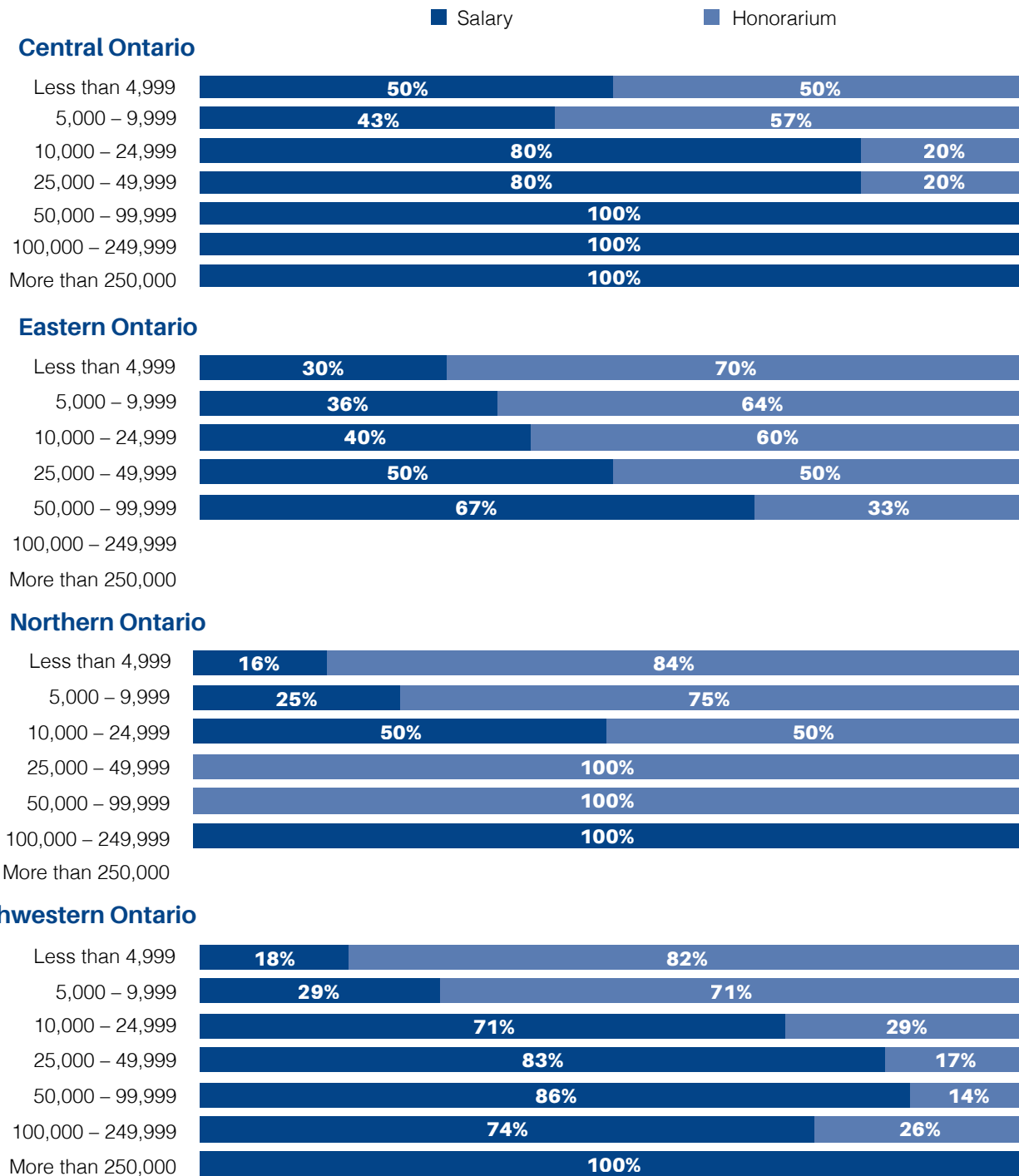


Chart 12.

Salary vs. Stipend, *Members of Council*, by region/population



Levels of Pay

While levels of pay vary widely across the province, the majority of councillors and heads of council in Ontario are paid less than \$40,000 per year. Most municipalities pay their members of council either an annual salary or an annual honorarium or stipend. Fewer than 10% of municipalities only pay their members of council a set rate per meeting. All of the municipalities that pay per meeting have a population below 5,000.

Chart 13.
Average Head of Council Compensation

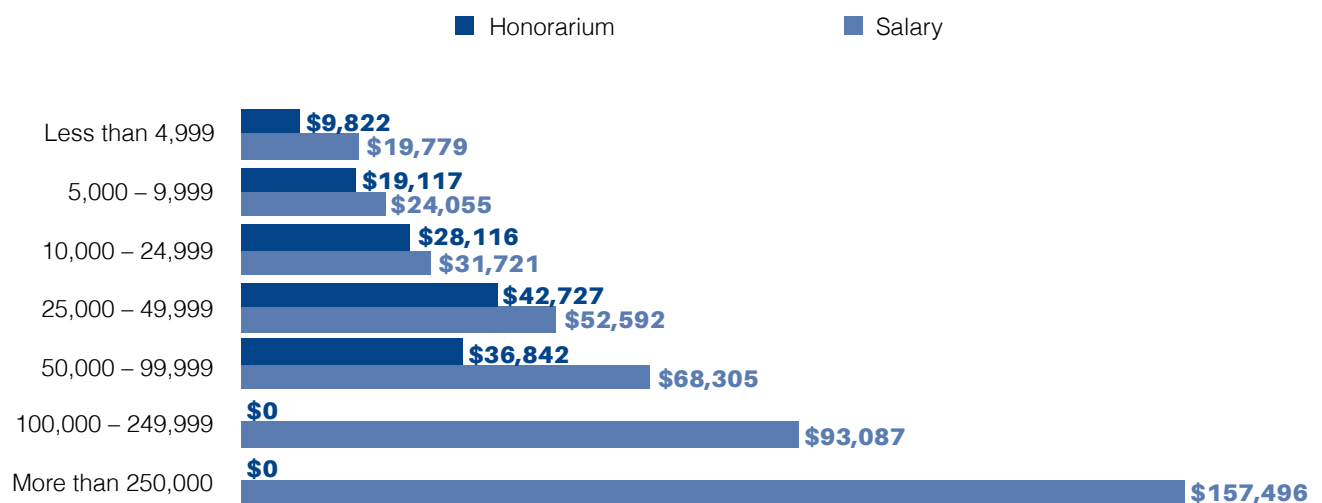


Chart 14.
Average Member of Council Compensation

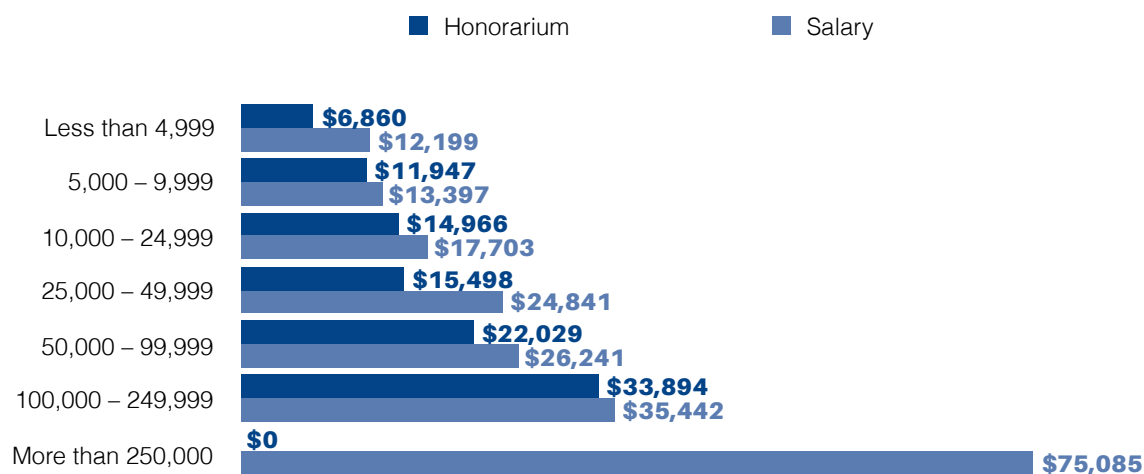


Table 2.**Average Head and Member of Council Honorarium or Salary by Population Size, Region**

REGION	POPULATION						
	Less than 4,999	5,000 – 9,999	10,000 – 24,999	25,000 – 49,999	50,000 – 99,999	100,000 – 249,000	More than 250,000
Head of Council Honorarium							
Province-wide	\$9,822	\$19,117	\$28,116	\$42,727	\$36,842.95	-	-
Eastern Ontario	\$13,901	\$14,075	\$30,129	\$22,584	\$23,434	-	-
Central Ontario	\$15,366	\$25,311	\$26,276	\$47,484	\$95,630	-	-
South-western Ontario	\$9,873	\$16,196	\$26,772	\$30,554	\$29,750	-	-
Northern Ontario	\$9,713	\$15,578	\$28,987	-	-	-	-
Member of Council Honorarium							
Province-wide	\$6,860	\$11,947	\$14,966	\$15,498	\$22,029.22	\$33,894	-
Eastern Ontario	\$10,020	\$10,089	\$16,090	\$7,362	\$13,278	-	-
Central Ontario	\$11,292	\$17,721	\$15,273	\$25,551	\$32,693	-	-
South-western Ontario	\$6,330	\$9,528	\$13,155	\$17,924	\$17,500	\$33,894	-
Northern Ontario	\$6,361	\$9,237	\$14,499	\$19,292	\$22,735	-	-
Head of Council Salary							
Province-wide	\$18,779	\$24,055	\$31,721	\$52,592	\$68,305	\$93,087	\$157,496
Eastern Ontario	\$34,962	\$43,054	\$34,429	\$45,396	\$54,964	-	-
Central Ontario	\$20,129	\$25,341	\$33,344	\$62,826	\$81,550	\$107,290	\$159,777
South-western Ontario	\$19,203	\$19,499	\$29,245	\$48,724	\$61,716	\$86,079	\$154,075
Northern Ontario	\$17,159	\$23,769	\$32,926	-	-	-	-
Member of Council Salary							
Province-wide	\$12,199	\$13,397	\$17,703	\$24,841	\$26,241	\$35,442	\$75,085
Eastern Ontario	\$18,632	\$20,689	\$18,309	\$16,006	\$22,416	-	-
Central Ontario	\$17,764	\$15,240	\$19,670	\$29,321	\$37,884	\$43,438	\$91,037
South-western Ontario	\$11,208	\$12,357	\$15,945	\$24,791	\$19,755	\$32,175	\$43,182
Northern Ontario	\$10,266	\$11,323	\$16,463	-	-	\$35,788	-

Heads of council are generally paid at a higher rate than members of council. For instance, 15% of heads of council who are paid a salary earn more than \$80,000 per year, while only 3% of councillors who are paid a salary earn the same amount. Similarly, approximately 32% of heads of council who are paid an honorarium earn above \$20,000, compared to just 5% of members of council. The highest salary paid to a head of council is \$228,453, while the lowest is \$7,344. In contrast, the highest salary paid to a councillor is \$137,878, while the lowest is \$5,388.

Chart 15.

Council Compensation—Honorariums/Stipends (per year)

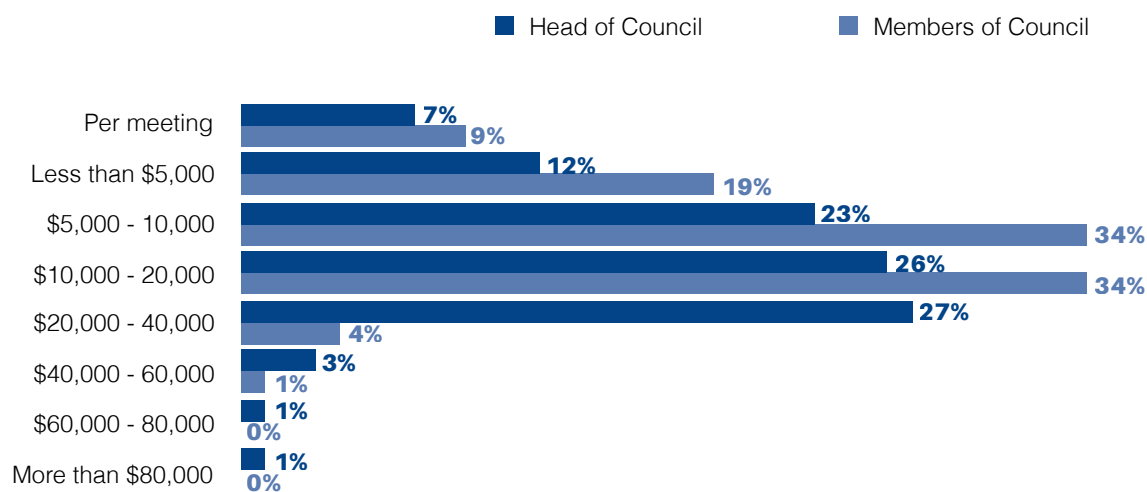
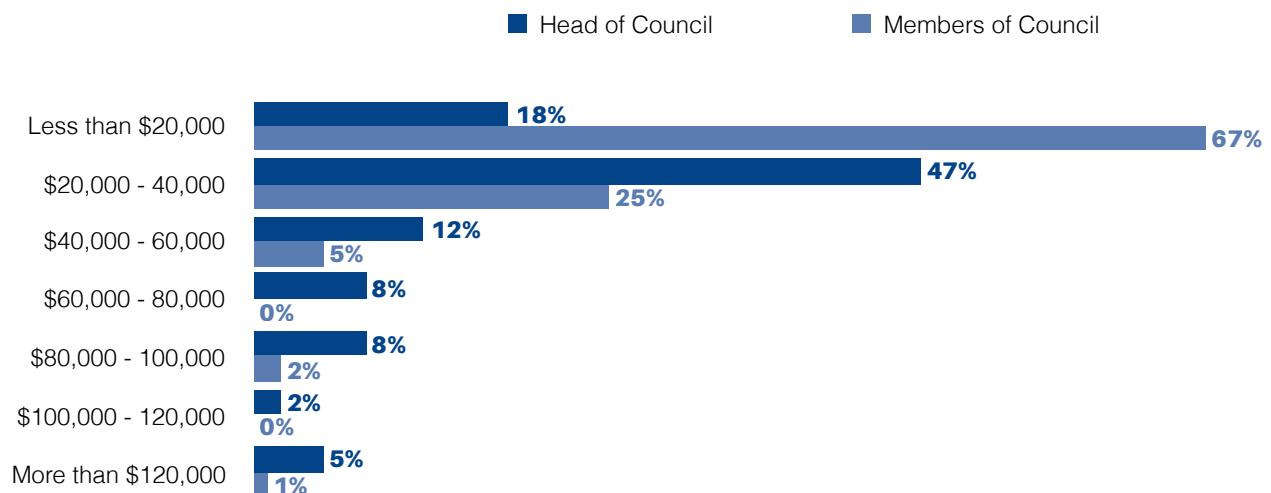


Chart 16.

Council Compensation—Salaries(per year)



Population Differences

The level of compensation that a municipality offers is closely correlated to its size. As seen in Tables 3 and 4, smaller municipalities are more likely to pay their members of council at a lower rate than larger municipalities. For example, the average salary for a head of a council with a population between 5,000 – 10,000 is \$24,055 per year, compared to an average of \$68,305 for the head of council of a municipality with a population between 50,000 – 100,000. Similarly, the average salary for a councillor in a municipality with a population of 5,000 – 10,000 is \$13,397 compared to \$26,241 for a municipality with a population of 50,000 – 100,000. No municipalities with a population over 100,000 offer an honorarium instead of a salary for their head of council and all the municipalities that pay their members of council exclusively by a per meeting rate have a population below 5,000.

Table 3.
Council Honorariums, by population size

	Per meeting	Less than 5,000	\$5,000 - 10,000	\$10,000 - 20,000	\$20,000 - 40,000	\$40,000 - 60,000	\$60,000 - 80,000	More than 80,000
Heads of Council								
Less than 4,999	11%	19%	34%	30%	6%	-	-	-
5,000 – 9,999	-	3%	7%	33%	57%	-	-	-
10,000 – 24,999	-	-	5%	10%	75%	10%	-	-
25,000 – 49,999	-	-	-	-	50%	25%	25%	-
50,000 – 99,999	-	-	-	-	20%	20%	20%	20%
100,000 – 249,000	-	-	-	-	-	-	-	-
More than 250,000	-	-	-	-	-	-	-	-
Members of Council								
Less than 4,999	15%	25%	48%	11%	1%	-	-	-
5,000 – 9,999	-	13%	17%	67%	3%	-	-	-
10,000 – 24,999	-	5%	10%	80%	5%	-	-	-
25,000 – 49,999	-	-	40%	40%	20%	-	-	-
50,000 – 99,999	-	17%	-	33%	33%	17%	-	-
100,000 – 249,999	-	-	-	50%	-	50%	-	-
More than 250,000	-	-	-	-	-	-	-	-

Table 4.
Council Salaries, by population size

	Less than \$20,000	\$20,000 - 40,000	\$40,000 - 60,000	\$60,000 - 80,000	\$80,000 - 100,000	\$100,000 - 120,000	More than \$120,000
Heads of Council							
Less than 4,999	56%	41%	4%	-	-	-	-
5,000 – 9,999	31%	69%	-	-	-	-	-
10,000 – 24,999	6%	81%	14%	-	-	-	-
25,000 – 49,999	-	33%	42%	17%	8%	-	-
50,000 – 99,999	-	8%	23%	38%	31%	-	-
100,000 – 249,999	-	-	-	27%	45%	9%	18%
More than 250,000	-	-	-	-	-	20%	80%
Members of Council							
Less than 4,999	96%	4%	-	-	-	-	-
5,000 – 9,999	100%	-	-	-	-	-	-
10,000 – 24,999	77%	23%	-	-	-	-	-
25,000 – 49,999	36%	55%	9%	-	-	-	-
50,000 – 99,999	33%	58%	8%	-	-	-	-
100,000 – 249,999	-	75%	25%	-	-	-	-
More than 250,000	-	17%	33%	-	33%	-	17%

Regional Differences

While population is the key difference when it comes to councillor compensation, there are also some regional differences. Part of the explanation for these regional disparities is the distribution of population size in each region, as discussed earlier. However, as seen in Table 2, even when controlling for population size the average salaries for councillors vary region by region.

Municipalities in Central Ontario consistently pay their councils at rates that are above the provincial average. Municipalities in Northern and Southwestern Ontario tend to pay their councils at rates that fall below the provincial average. Municipalities in Eastern Ontario fall into no clearly discernible pattern, sometimes paying above the provincial average, with others paying below.

Table 5.
Council Honorariums, by region

	Per meeting	Less than 5,000	\$5,000 - 10,000	\$10,000 - 20,000	\$20,000 - 40,000	\$40,000 - 60,000	\$60,000 - 80,000	More than 80,000
Heads of Council								
Central Ontario	-	-	-	27%	55%	9%	-	9%
Eastern Ontario	6%	-	31%	17%	39%	8%	-	-
Northern Ontario	10%	24%	27%	25%	10%	-	3%	-
Southwestern Ontario	3%	6%	16%	38%	38%	-	-	-
Members of Council								
Central Ontario	-	-	8%	69%	15%	8%	-	-
Eastern Ontario	6%	8%	31%	47%	8%	-	-	-
Northern Ontario	15%	28%	42%	13%	1%	-	-	-
Southwestern Ontario	3%	18%	32%	44%	-	3%	-	-

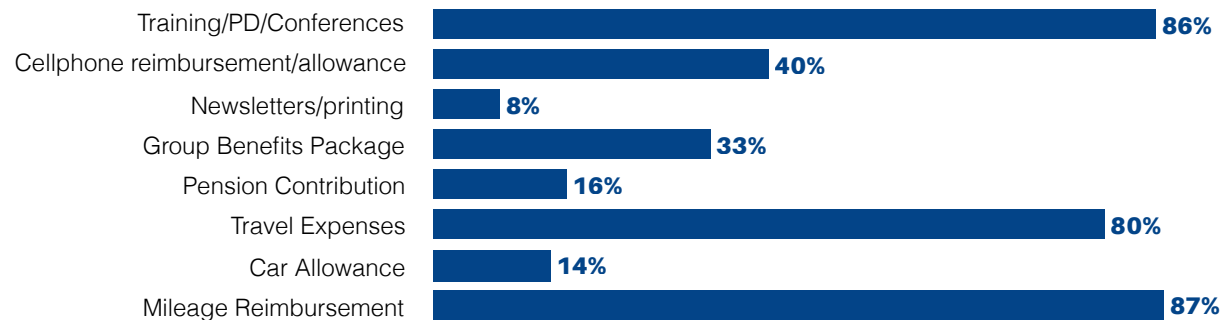
Table 6.
Council Salaries, by region

	Less than \$20,000	\$20,000 - 40,000	\$40,000 - 60,000	\$60,000 - 80,000	\$80,000 - 100,000	\$100,000 - 120,000	More than \$120,000
Head of Council							
Central Ontario	6%	41%	16%	9%	16%	3%	9%
Eastern Ontario	16%	68%	12%	4%		-	-
Northern Ontario	53%	41%	-	-	-	-	6%
Southwestern Ontario	15%	41%	13%	13%	11%	2%	4%
Members of Council							
Central Ontario	39%	39%	13%	-	6%	-	3%
Eastern Ontario	88%	13%	-	-	-	-	-
Northern Ontario	94%	6%	-	-	-	-	-
Southwestern Ontario	64%	31%	5%	-	-	-	-

Other Benefits

In addition to salaries, honorariums, and stipends, municipalities also provide a range of other benefits to their councils. For instance, a strong majority of municipalities provide mileage reimbursement, travel expenses, and dedicated funding for attending conferences, training and professional development. A smaller number of municipalities (40% and 33% respectively) provide an allowance or reimbursement for cellphones, and access to a group benefits package. Approximately 16% of municipalities provide a pension contribution, while 14% provide a car allowance, and 8% provide a budget for printing newsletters and other materials.

Chart 17.
Council Compensation—Salaries(per year)



As seen in Table 7, larger municipalities are more likely to provide optional benefits like cellphone reimbursement, newsletter printing or a pension contribution. For instance, most municipalities (83%) with a population over 250,000 provide reimbursement or an allowance for a cell phone, while less than a third of municipalities with a population below 10,000 do the same. Similarly, a majority of municipalities with a population above 100,000 provide pension contributions and a group benefits package while fewer than a third of municipalities with a population below 10,000 provide a group benefits package, and fewer than 7% provide a pension contribution.

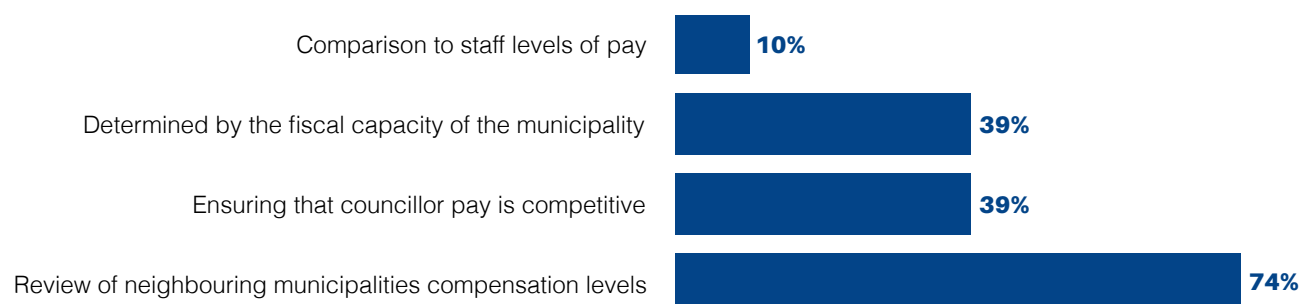
Table 7.
Non-salary benefits provided by municipalities, by population size

	Cell phone reimbursement/ allowance	Newsletters / Printing	Group benefits package	Pension Contribution	Car Allowance
Less than 4,999	29%	1%	14%	7%	5%
5,000 – 9,999	32%	5%	32%	0%	5%
10,000 – 24,999	49%	8%	45%	21%	17%
25,000 – 49,999	69%	13%	63%	25%	44%
50,000 – 99,999	56%	25%	44%	44%	44%
100,000 – 249,999	64%	36%	73%	64%	36%
More than 250,000	83%	67%	83%	83%	33%

Reviewing Compensation

Approximately half of municipalities surveyed have reviewed their council compensation within the last four years, while 38% have done so within the last year (see Appendix A). There is no clear differentiation, based on either geography or population size for how often a municipality reviews council compensation (Appendix B). Municipalities use a range of factors to help them set their compensation levels. The most common practice that municipalities follow is to survey the compensation paid by neighbouring municipalities (74%). A smaller number (just under 40%) of municipalities work to ensure that councillor compensation is competitive. A similar number report that their ability to compensate councillors is determined by the fiscal capacity of the municipality. Relatively few municipalities (10%) use a comparison to the levels of pay that staff receive.

Chart 18.
Factors considered in council compensation reviews



There are some notable population-based differences, as seen in Table 8. Larger municipalities are far more likely to cite ensuring that councillor pay is competitive as a factor they use to set compensation levels. Very large municipalities, those with a population above 250,000, are far less likely to cite reviewing neighbouring municipalities compensation levels as a factor, while this is a common factor for most other municipalities.

Table 8.**Factors considered in council compensation reviews, by population size**

	Ensuring councillor pay is competitive	Review of neighbouring municipalities compensation levels	Determined by fiscal capacity of the municipality	Comparison to staff levels of pay
Less than 4,999	28%	67%	42%	6%
5,000 – 9,999	41%	86%	39%	9%
10,000 – 24,999	43%	75%	32%	11%
25,000 – 49,999	50%	88%	38%	6%
50,000 – 99,999	50%	63%	44%	19%
100,000 – 249,999	64%	91%	45%	27%
More than 250,000	67%	50%	33%	17%

5 CONCLUSION

While compensation is not the only factor when considering representation on local councils, it is an important one. We hope that this report will serve as a valuable resource for municipalities as they review their council compensation. Going forward to hope to continue to conduct this survey and continue to equip municipalities with tools to make better evidence-based decisions.

6 APPENDICES

Appendix A. Full survey results

What is the population of your municipality?	
Fewer than 10,000	60%
10,000 – 50,000	27%
50,000 – 100,000	6%
100,000 – 250,000	4%
More than 250,000	2%

What type is your municipality?	
Upper Tier	6%
Lower Tier	58%
Single Tier	35%

Where is your municipality located?	
Central Ontario	16%
Eastern Ontario	22%
Northern Ontario	32%
Southwestern Ontario	30%

How many members of council does your municipality have (including heads of council)?

5 Members	42.80%
6 Members	1.17%
7 Members	30.74%
8 Members	3.50%
9 Members	9.73%
10 Members	1.95%
11 Members	2.72%
12 Members	1.17%
13 Members	2.33%
16 Members	0.78%
17 Members	0.78%
18 Members	0.39%
21 Members	0.39%
23 Members	0.39%
25 Members	0.39%
31 Members	0.39%
45 Members	0.39%

Is the head of council in your municipality full-time or part-time?

Full time	14%
Part time	86%

Are the members of council in your municipality full-time or part-time?

Full time	6%
Part time	94%

Is the head of council in your municipality paid or volunteer?

Paid a salary	44%
Paid an honorarium/stipend	56%

Are the members of council in your municipality paid or volunteer?

Paid a salary	42%
Paid an honorarium/stipend	58%

If the head of council in your municipality is paid an honorarium, how much is it?

Per meeting	7%
Less than 5,000	12%
\$5,000 - 10,000	23%
\$10,000 - 20,000	26%
\$20,000 - 40,000	27%
\$40,000 - 60,000	3%
\$60,000 - 80,000	1%
More than 80,000	1%

If the head of council in your municipality is paid a salary how much is it?

Less than \$20,000	18%
\$20,000 - 40,000	47%
\$40,000 - 60,000	12%
\$60,000 - 80,000	8%
\$80,000 - 100,000	8%
\$100,000 - 120,000	2%
More than \$120,000	5%

If members of council in your municipality are paid an honorarium how much is it?

Per meeting	9%
Less than \$5,000	19%
\$5,000 - 10,000	34%
\$10,000 - 20,000	34%
\$20,000 - 40,000	4%
\$40,000 - 60,000	1%
\$60,000 - 80,000	0%
More than \$80,000	0%

If the members of council in your municipality are paid a salary how much is it?

Less than \$20,000	67%
\$20,000 - 40,000	25%
\$40,000 - 60,000	5%
\$60,000 - 80,000	0%
\$80,000 - 100,000	2%
\$100,000 - 120,000	0%
More than \$120,000	1%

Do you provide any other remuneration or benefits for your councillors?

Mileage Reimbursement	87%
Car Allowance	14%
Travel Expenses	80%
Pension Contribution	16%
Group Benefits Package	33%
Newsletters/Printing	8%
Cellphone Reimbursement	40%
Training/Professional Development/Conference Attendance	86%

When was the last time that you reviewed council compensation in your municipality?

Not sure	13%
Within the last year	33%
Within the last four years	43%
Within the last ten years	11%

What factors did you use to determine compensation for your councillors/head of council?

Comparison to staff levels of pay	10%
Determined by fiscal capacity of the municipality	39%
Ensuring that councillor pay is competitive	39%
Review of neighbouring municipalities compensation levels	74%

Appendix B.

When was the last time that you review council compensation in your municipality?

	Within the last year	Within the last four years	Within the last ten years
By Population			
Less than 4,999	41%	46%	13%
5,000 – 9,999	36%	56%	8%
10,000 – 24,999	33%	52%	14%
25,000 – 49,999	21%	57%	21%
50,000 – 99,999	54%	38%	8%
100,000 – 249,999	30%	40%	30%
More than 250,000	50%	50%	0%
By Region			
Central Ontario	46%	38%	16%
Eastern Ontario	35%	54%	10%
Northern Ontario	37%	51%	12%
Southwestern Ontario	36%	50%	14%

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Presented To:	City Council
Presented:	Tuesday, Oct 08, 2019
Report Date	Friday, Sep 20, 2019
Type:	Managers' Reports

Request for Decision

Investing in Canada Infrastructure Program: Community Culture and Recreation Stream

Resolution

THAT the City of Greater Sudbury approves the submission of the Valley East Twin Pad Project and the Library Art Gallery Project in application to the Multi Purpose Category of the Community, Culture and Recreation Stream of the Investing in Canada Infrastructure Program;

AND THAT the City of Greater Sudbury approves the submission of the Neighbourhood Playground Field Houses and the Recreational Court Revitalization Project in application to the Rehabilitation and Renovation Category of the Community, Culture and Recreation Stream of the Investing in Canada Infrastructure Program, as outlined in the report entitled "Investing in Canada Infrastructure Program: Community Culture and Recreation Stream", from the Chief Administrative Officer, presented at the City Council meeting on October 8, 2019.

Signed By

Report Prepared By

Ian Wood
Executive Director of Strategic
Initiatives, Communication and Citizen
Services
Digitally Signed Sep 20, 19

Financial Implications

Apryl Lukezic
Co-ordinator of Budgets
Digitally Signed Sep 20, 19

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Sep 20, 19

Relationship to the Strategic Plan / Health Impact Assessment

This report speaks to initiatives related to Asset Management and Service Excellence, as well as Business Attraction, Development and Retention.

Report Summary

The federal and provincial governments have recently announced an intake for the Community, Culture and Recreation Stream of the Investing in Canada Infrastructure Program. Municipalities can apply for multiple projects in two categories: Multipurpose Projects with a maximum value of \$50 million and Rehabilitation and Renovation Projects with a maximum project value of \$5 million.

This report provides a summary of the program as well as a recommendation for four projects which fit well within the program guidelines and which can be completed within the program's requirements. With Council's approval, formal applications will be made to the program prior to the deadline of November 12, 2019.

Financial Implications

If any of the submitted applications are approved, the CGS could receive up to 73.3% of the capital project costs. The balance would be funded by the municipality within the annual capital budget in a future year.

Executive Summary

The Investing in Canada Infrastructure Program (ICIP) is a cost-shared infrastructure funding program between the federal government, provinces and territories, and municipalities and other recipients. This program will see up to \$30 billion in combined federal, provincial and other partner funding, under four priority areas, including public transit, and culture and recreation.

Earlier in 2019, application intake windows were announced for the ICIP Transit Stream and the Northern and Rural Community Stream. The CGS submitted an application for Transit funding but was not eligible for the Northern and Rural Community funding as our city's population exceeds 100,000.

In late August, the Province of Ontario announced that it would accept applications for the Community, Culture and Recreation Funding Stream between September 3 and November 12, 2019.

Approximately \$407 million in federal funding and \$320 million in provincial funding will be available for the Community, Culture and Recreation stream over 10 years starting in 2019-2020. The following breakdown defines the maximum cost-share percentages of total eligible costs for projects approved under this program stream:

	Percentage
Federal Contribution	40.00
Provincial Contribution	33.33
Municipal Contribution	26.67

Under the program guidelines released in early September, municipalities can apply for multiple projects in two categories:

1. Multipurpose Projects with a maximum project value of \$50 million
2. Rehabilitation and Renovation Projects with a maximum project value of \$5 million

CGS staff have reviewed the funding program criteria and examined municipal priority capital projects that meet the following conditions:

- fits the program criteria, including
 - a capital project that demonstrates sufficient project readiness, operational plan and community need
 - an eligible asset type, including recreation facilities, cultural facilities or community centres
- speaks to the program goals identified by the federal and provincial governments
- is sufficiently advanced so that the information necessary to produce a compelling application is available
- not yet fully approved or underway so that the value of the ICIP funding can be fully realized

Based on this evaluation, staff are recommending that four projects be submitted for consideration, two for each category.

The Multi-Purpose Category will support new build and construction projects and focuses on integrated service delivery to address identified service gaps, with a total project cost up to \$50 million. For this

category, staff are recommending that applications be submitted for the Valley East Twin Pad Project and the Library/Art Gallery Project.

The Rehabilitation and Renovation Category will support renovations and rehabilitations, small-scale improvements or small new build projects with a total project cost up to \$5 million. For this category, staff are recommending that applications be submitted for the Neighbourhood Playground Field Houses Project and the Recreational Court Revitalization Project.

Brief Details of Recommended Projects

Valley East Twin Pad

As part of 2018 budget deliberations, Council received a business case for a Valley East Twin Pad arena. The business case identified the Howard Armstrong Recreation Centre location as a potential location for a new twin pad facility. Yellowega Bélanger Salach Architecture (YBSA) was retained to conduct a community consultation process to gather input on the proposed facility and to confirm desired programming within the facility.

Key program elements of the proposed facility following the community consultation process are:

- Twin Pad Arena (NHL size rinks each with 400 seat capacity)
- 8 change rooms and referee change rooms per ice surface
- Gymnasium (multipurpose sports programming such as indoor soccer training, pickleball, roller hockey, exercise classes etc.)
- Heated viewing area
- Café/ Restaurant/ Concessions
- Public Concourse / Lobby
- Support Spaces
- Upgrade to existing informal trails on property and addition of an outdoor skating loop.

The estimated cost is \$22.7M for construction costs and \$28.4M for total project costs.

Library/Art Gallery Project

The shared Library Art Gallery facility will be a 92,700 sq. ft. building of which 27,000 sq. ft. is dedicated space for the Art Gallery of Sudbury. This co-location was identified as a way to reduce capital and operating costs relative to separate facilities. It will be a technologically sophisticated, materially beautiful and a modern building that does not lose sight of Greater Sudbury's history and northern Ontario lifestyle.

The LAG will create a civic landmark and centerpiece for Greater Sudbury, through both innovative physical spaces and dynamic, responsible programming, the LAG will improve access to public spaces, promote diversity and contribute to a vibrant and healthier community. The LAG will create a cultural hub in the City's historic downtown, spurring growth in the arts and culture district and giving both the Library and the Art Gallery more space to better serve the

community as a resource for information – an important catalyst for ideas and imagination. As the “living room” of our community, the new facility will help to cultivate a climate of lifelong learning, creativity and innovation.

The building will embrace and reflect the ongoing creative culture of Downtown Sudbury through public art, exhibitions and programming. Special places will be created throughout the facility allowing people of all ages to enjoy one of the quiet nooks or group spaces. All, while achieving family friendly outdoor spaces, and lots of green space with seating and sculptures. The new LAG building program calls for a signature building that will be an enduring and instantly recognized as a Sudbury landmark, embodying the City’s civic values, but also conveying a sense of wonder, expectation and discovery.

The estimated capital cost of this project is \$42 million.

Neighbourhood Playground Field Houses Project

The City owns 63 field house buildings located at neighbourhood and community parks across Greater Sudbury. These facilities support recreation programming such as outdoor rinks, neighbourhood playground programs and minor and adult field sports. Several buildings are used by third party non-profit groups providing recreation and community services including food banks, arts programs, service clubs, etc. These field houses were generally built in the 1970’s and as such require capital repairs to bring them back to a good state of repair. Building condition assessments of the field house buildings were completed in 2016 and they show that \$2,757,000 is needed to return the 63 sites to an “as new” state with no apparent defects. This proposed project would prioritize investment in field houses which have four season use, are used by community agencies and/or fulfill a service gap. Improvements to address accessibility would be included with the scope of the project.

Recreational Court Revitalization Project

The City's Parks, Open Space and Leisure Master Plan noted the need for strategic investment in outdoor sports courts (tennis and basketball courts) due to a backlog of deferred maintenance over several years. The Master Plan recommends capital improvements in high use areas and re-purposing of under-utilized tennis courts for other purposes (pickleball, basketball, skate parks, etc.). As per an internal asset management plan, 75% of outdoor courts were deemed in poor condition, requiring investment within 5-years. An estimated \$1,875,000 investment in tennis courts and an estimated \$1,750,000 in basketball courts are called for in the asset management plan.

Conclusion

Based on the direction provided by Council, staff will finalize and applications for the Investing in Canada Infrastructure Program to meet the deadline of November 12, 2019.

Request for Decision

GSU Shareholder Declaration Recommendation

Presented To:	City Council
Presented:	Tuesday, Oct 08, 2019
Report Date	Wednesday, Sep 25, 2019
Type:	Referred & Deferred Matters

Resolution

THAT the City of Greater Sudbury directs the General Manager of Corporate Services to present a by-law adopting the revised shareholder declaration in Appendix C, with section 4.1.1. being in accordance with Option _____, as outlined in the report entitled “GSU Shareholder Declaration Recommendation”, from the General Manager of Corporate Services, presented at the City Council meeting on September 24, 2019.

Option 1:

That the Board continue to be comprised of five (5) individuals which includes three (3) City directors and two (2) independent directors.

Option 2:

That the Board be comprised of seven (7) individuals which shall include three (3) City directors and four (4) independent directors.

Signed By

Report Prepared By

Kevin Fowke
General Manager of Corporate Services
Digitally Signed Sep 25, 19

Financial Implications

Jim Lister
Manager of Accounting/Deputy Treasurer
Digitally Signed Sep 25, 19

Recommended by the Department

Kevin Fowke
General Manager of Corporate Services
Digitally Signed Sep 25, 19

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Sep 25, 19

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters.

Report Summary

This report supplements the report entitled “GSU Shareholder Declaration Recommendation” from the General Manager of Corporate Services presented to City Council on June 25, 2019.

Financial Implications

There are no financial implications associated with this report.

GSU Shareholder Declaration Recommendation

BACKGROUND

This report supplements the report entitled “GSU Shareholder Declaration Recommendation” from the General Manager of Corporate Services presented to Council on June 25th, 2019. When deferring the June 25th report to the September 24th agenda, Council made three requests for information and action:

1. That staff ask for comments from the GSU Board of Directors (“the Board”) on the revised shareholder declaration and dividend policy in the June 25th report.
2. That staff obtain a copy of GSU’s five year capital plan.
3. That a provision be added to the shareholder declaration providing for a review of the declaration every 5 years.

In order to satisfy these information requests and actions City staff met with GSU staff and its Board on two occasions in August and September.

Appendix A contains the comments received from the Board.

Appendix B contains a summary of the capital expenditure plan from GSU’s 2019 Distribution System Plan.

Appendix C contains a revised shareholder declaration which is recommended by staff for Council’s approval. This declaration includes a provision for a review every 5 years.

ANALYSIS

Revised Dividend Policy Adopted by the Board

The two meetings with the Board allowed for further discussion about the interests of both parties. These discussions have produced a revised dividend policy which was adopted by the Board on September 6th, 2019. This revised policy is attached as Appendix D.

Free Cash Flow

The revised policy includes a target dividend set at 25-50% of free cash flow for the year, after net movements in regulatory balance. Free cash flow is the net cash generated by operating and investing activities and calculated by adjusting net income for non-cash items like amortization or accounting for future obligations not actually paid in cash. Movements in regulatory balance refers to the difference between the total cost of power paid by GSU and the fees collected from customers. GSU reports negative (\$1,530,000) one million five hundred thirty thousand dollars and negative (\$631,000) six hundred and sixty thousand dollars on this measure for the past two years (2017 and 2018) respectively. The calculation does not include changes in working capital. This is a non-standard method for calculating free cash flow and results in a very conservative accounting for cash flow at the end of a fiscal period.

The result is that positive free cash flow is highly unlikely and therefore, the dividend formula is highly unlikely to yield an actual dividend.

The revised policy also includes a provision for the Board to declare a special dividend if GSU's consolidated debt to equity ratio falls below 60/40. At the end of 2018, the debt to equity ratio was 67/33.

The revised policy further requires that the calculation and the rationale underpinning any dividend declaration to be presented to the shareholder annually at or before the annual general meeting.

Based on the capital plans outlined in Appendix B (which call for the expenditure of over \$50 million over the next 5 years and the potential to take on new debt of upwards of \$25 million), this ratio is very likely to remain above the 60/40 threshold. Also, with such significant capital plan requirements and the GSUs history of using available cash to finance long term investments in fixed assets like plant and equipment, the corporation is likely to remain cash negative for the foreseeable future.

CGS to have First Right of Refusal on GSU Debt

Discussions with the Board also resulted in a commitment, contained in the recommended shareholder declaration, which provides a "first right of refusal" to CGS on GSU debt. GSU is confident it will be seeking large tranches of external debt in future (up to \$25 million over the next five years). The recommended shareholder declaration contains a provision that would result in GSU obtaining quotations from external lenders and prior to accepting a quotation, the City would have the opportunity to lend funds to the GSU on the same terms and conditions.

The City could use reserves to loan money to the GSU or use its strong AA stable credit rating to borrow money to loan to the GSU. It is possible for the City to borrow for 30 basis points (0.3%) or more less than the rate obtainable by a Municipal corporation like the GSU. If the City financed the full \$25 million GSU anticipates borrowing, a differential of \$75,000 in annual revenue could be realized. This revenue could be used in turn to finance additional City capital projects or be applied against operating requirements and the net tax levy.

Number of Directors

The GSU is seeking to increase the number of Board members from 5 to 7, comprising 4 independent directors and 3 City directors. The Board currently comprises 3 City directors and 2 independent directors.

The GSU relies on, among other documents, the Ontario Securities Commission's National Policy 58-201, which provides guidance on corporate governance practices, including recommending that boards should have a majority of independent directors. The OEB has recently reinforced the requirement for such utility corporations to adopt effective governance mechanism, noting that governance practices will be scrutinized in future rate review applications, though it has as yet refrained from prescribing specific standards. The Board strongly favours an approach that would increase the number of board members and the number of independent board members.

The original GSU Shareholder Declaration Recommendation report presented to City Council on June 25th contained a legal opinion from Aird Berlis LLP which states that while the trend for governance in the Ontario energy sector may be toward greater independence, this is simply a recommendation of OEB, not a requirement. In fact, the OEB has not changed its Affiliate Relationship Code (ARC) which only requires that one third of the board of directors of OEB regulated distributors be independent directors. Consequently, any recommendations for independent directors applies to Greater Sudbury Hydro Inc. (the distribution company), not to GSU which is addressed by the shareholder declaration revisions being contemplated by this report.

The draft shareholder declaration at Appendix C includes the current Board composition at section 4.1.1 and depending on the option Council chooses, staff will prepare a final shareholder declaration for Council to formally accept in the form of a by-law.

Option 1 – The Board continue to be comprised of five individuals which shall include three City directors and two independent directors.

Option 2 – The Board be comprised of seven individuals which shall include three City directors and four independent directors.

REFERENCES

GSU Shareholder Declaration Recommendation Report from June 25th City Council –

<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1325&itemid=16938&lang=en>

GSU original wording June 4th Shareholder Declaration	City staff proposed wording changes June 25th	Comments from GSU Governance Committee July 23rd
<p>2.2.5 Business activities that enhance or develop the ability of the corporation to carry any of the activities described in paragraphs 2.2.1, 2.2.2, 2.2.3, and 2.2.4 above;</p>	<p>2.2.5 Business activities that enhance or develop the ability of the corporation to carry any of the activities described in <u>paragraphs Subsections</u> 2.2.1, 2.2.2, 2.2.3, and 2.2.4 above;</p>	<p><i>Proposing wording change – OK</i></p>
<p>3.2 In addition, the Shareholder expects the Board and the boards of directors of the Non-regulated Subsidiaries to observe substantially the same standards of corporate governance as may be established from time to time by any applicable regulatory or governmental authority in Canada for publicly traded corporations, in particular CSA National Policy 58-201 and National Instrument 52-110 with such modifications as may be necessary to reflect the fact that the Corporation and each Non-regulated Subsidiary is not a publicly traded corporation. The Board and boards of directors of the Non-regulated Subsidiaries are also expected to consider and adopt, as appropriate, recognized sources of governance best practices.</p>	<p>3.2 In addition, the Shareholder expects the Board and the boards of directors of the Non-regulated Subsidiaries to observe substantially the same standards of corporate governance as may be established from time to time by any applicable regulatory or governmental authority in Canada for publicly traded corporations, in particular CSA National Policy 58-201 and National Instrument 52-110 with such modifications as may be necessary to reflect the fact that the Corporation and each Non-regulated Subsidiary is not a publicly traded corporation. The Board and boards of directors of the Non-regulated Subsidiaries are also expected to consider and adopt, as appropriate, recognized sources of governance best practices.</p>	<p><i>Proposing to remove reference to CSA National Policy</i></p> <p>Rationale for including:</p> <p>(1) The City's own AG's report cited CSA National Policy 58-201 as an authoritative source of governance best practices, and recommended GSU follow these.</p> <p>(2) Right from the founding of GSU, the Shareholder (City) and the Board have strived to have GSU follow governance best practices. In Canada, governance best practices are outlined in these CSA national instruments.</p> <p>(3) Further, the OEB's governance best practices guidelines are based on CSA's national instruments as their ultimate source. While voluntary, the OEB ties the quality of governance to rate applications. They look to the governance practices that the organization chooses to follow. Unless GSU chooses to follow something like CSA 58-201 the OEB may assume there is a bias towards</p>

		<p>the Shareholder's interests instead of the ratepayers'.</p> <p>These are the standards for best practice in Canada.</p>
<p>4.1.1. The Board of the Corporation shall be comprised of seven individuals which shall include three City Directors and four Independent Directors, all appointment by Council.</p>	<p>4.1.1 The Board of the Corporation shall be comprised of seven <u>five</u> individuals which shall include three City Directors and four <u>two</u> Independent Directors, all appointment by Council.</p>	<p><i>Proposing change to Board Makeup – Independence</i></p> <p>Rationale for including:</p> <p>(1) The City's own AG recommended that GSU move to a majority of independent directors.</p> <p>(2) This is a guideline in the CSA National Policy 58-201 which is governance best practice nationally; for a majority of independent directors.</p> <p>(3) This is also called for in the OEB guideline on independence; for a majority of independent directors. Same observations and risks with the OEB rate review as outlined above: there is a perception of a bias towards Shareholder interests vs. ratepayer interests at the OEB.</p>
<p>5.1.2 Dividends - a policy relating to enhancing Shareholder value by generating a reasonable return consistent with a prudent financial and capitalization structure and maintaining just and reasonable rates, while providing for dividends to be paid to the Shareholder from the Corporation;</p>	<p>5.1.2 Dividends - a policy relating to enhancing Shareholder value by generating a reasonable return consistent with a prudent financial and capitalization structure and maintaining just and reasonable rates, while providing for dividends to be paid to the Shareholder from the Corporation, substantially in the form</p>	<p><i>Proposing to add Dividend Policy wording to the Shareholder Declaration</i></p> <p>Good governance practice calls for a clear delineation in authority between the Shareholder and Board; the Shareholder Declaration is prescribed and approved by the City, the Dividend Policy is a Board Policy</p>

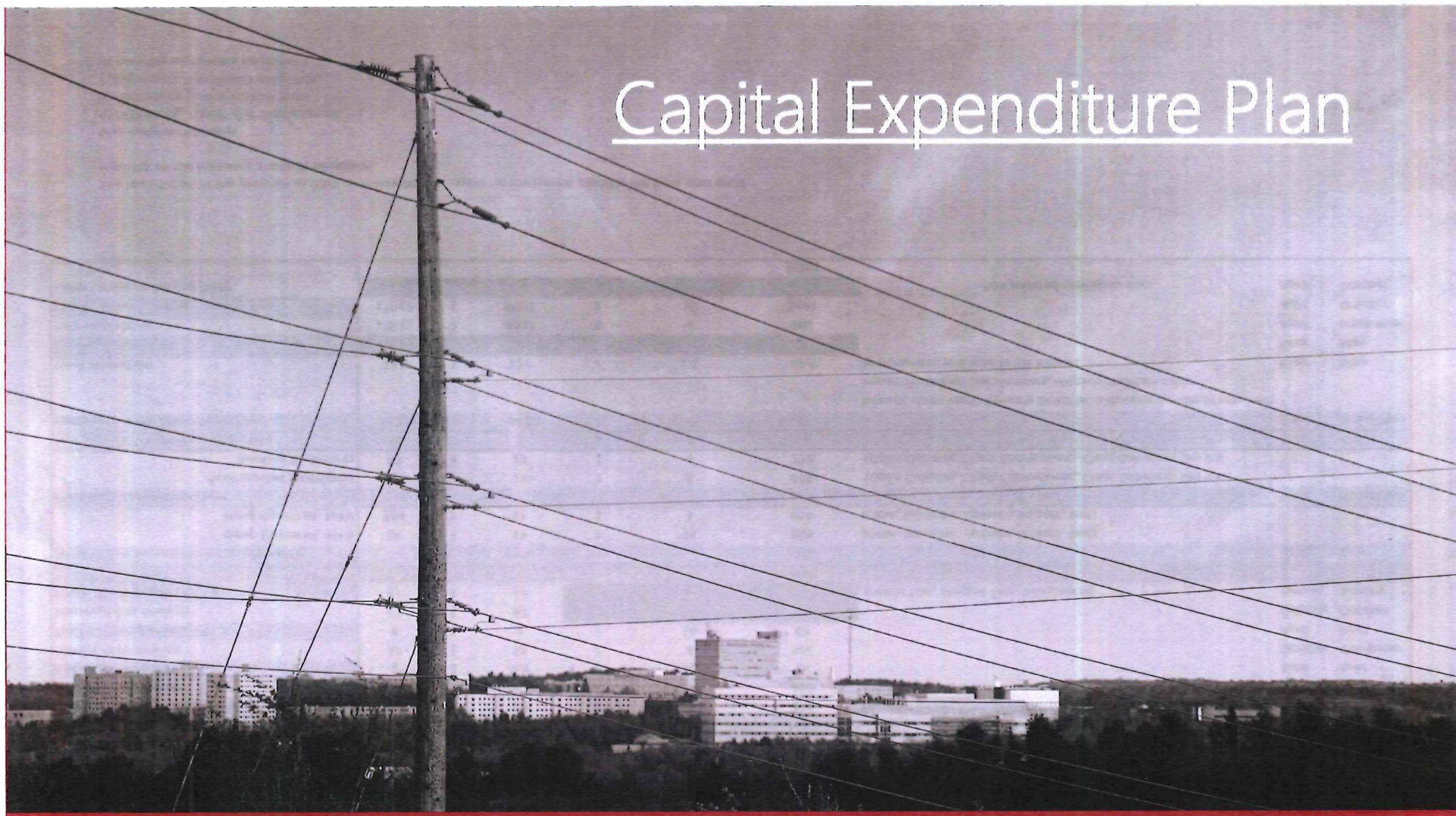
	attached hereto this Shareholder Declaration as Appendix “B”;	and is approved by the Board. These two differing types and levels of documents should not be co-mingled. While arguably within legal rights, this is a red flag to the OEB for the Shareholder to prescribe dividends when the gist of the OEB Guidelines is to ensure the independence of this decision. In particular, the OEB highlights their concern with municipalities as shareholder limiting the rights and powers of boards, and dividends are explicitly cited.
N/A	<u>Addition of 8.2</u> <u>The Board shall provide to the Shareholder any and all records of the Corporation or the Subsidiaries within ten (10) days of the Shareholder’s written request for same.</u>	<i>Proposing to add request for records to be provided on 10 days written notice</i> GSU is more than willing to provide legitimate records to the City with the exception of records protected by privacy or privilege protection. Since it would be, at times, impractical to make a commitment that GSU would produce any record within a 10 day time period, GSU would be comfortable with wording “within a reasonable period of time.”
"Council" means the <u>C</u> city Council of the City of Greater Sudbury;	"Council" means the <u>C</u> city Council of the City of Greater Sudbury;	<i>Proposing to capitalize “City” – OK</i>
<u>"Non-regulated Subsidiaries" means any subsidiary of the Corporation, except Greater Sudbury Hydro Inc.;</u>	<u>"Non-regulated Subsidiaries" means any subsidiary of the Corporation, except Greater Sudbury Hydro Inc.;</u>	<i>Proposing move due to alpha order – OK</i>
N/A – Separate Dividend Policy	<u>Appendix “B” to Shareholder Declaration</u> <u>GREATER SUDBURY UTILITIES INC.</u> <u>DIVIDEND POLICY</u>	<i>Proposing to add Dividend Policy wording to the Shareholder Declaration</i> See 5.1.2 above

Proposing changes to wording of Dividend Policy

There are a number of suggestions from the City's draft Dividend Policy that the Board of GSU finds helpful and is prepared to incorporate into an amended Dividend Policy to be adopted by the Board, these include:

- Including an explicit target dividend, GSU is comfortable with a range of between 25 and 50%
- Moving away from the concept of "normalized comprehensive income" to something much closer to reported net income: net cash flow from operations after net movements in regulatory balances, adjusted for investments
- From a legal perspective, there does need to be a proviso included that any final dividend declaration is at the Board's discretion, taking into account legitimate corporation needs including capital and electricity supply
- In terms of timing, GSU is looking at declaring a regular dividend annually at the April meeting, based on final consolidated audited financial statements
- In the event the Board determines that it cannot declare a dividend, it would report this to the Shareholder at the AGM and provide a full report on the rationale and projections (rather than a quarterly report)
- Generally, it is not GSU's intention to borrow funds to fund dividends
- GSU is comfortable with a four year review date of 2022 – reviewed by the Board, prior to any substantive modification of the Dividend Policy the Board will meet with the Shareholder to discuss
- GSU is comfortable including a provision that it may pay Special Dividends in the event it has substantial surplus funds without reasonable investment alternatives
- Triggering event - the dividend policy will recognize that the Shareholder expects that GSU will achieve a debt/equity ratio of 1.5X (60/40), dropping below this ratio would, under normal circumstances trigger a dividend to bring the DE back to 1.5X.

Capital Expenditure Plan



Capital Expenditure Planning Process - Objectives

- GSHI's CEP Objectives:
 - Invest and maintain assets to achieve the lowest long-term cost of ownership while meeting prescribed codes, statutory requirements, standards and performance targets.
 - Meet customer expectations by improving existing infrastructure to manage growth in support of new and existing customers as well as renewable energy generation connection requests.
 - To support the outcomes of the Asset Management process balancing **cost, reliability** and **risk**.
 - To meet or exceed all requirements with respect to distribution system **safety** such that no undue hazards exist for workers or the public.

Investment Prioritization – Tools and Methods

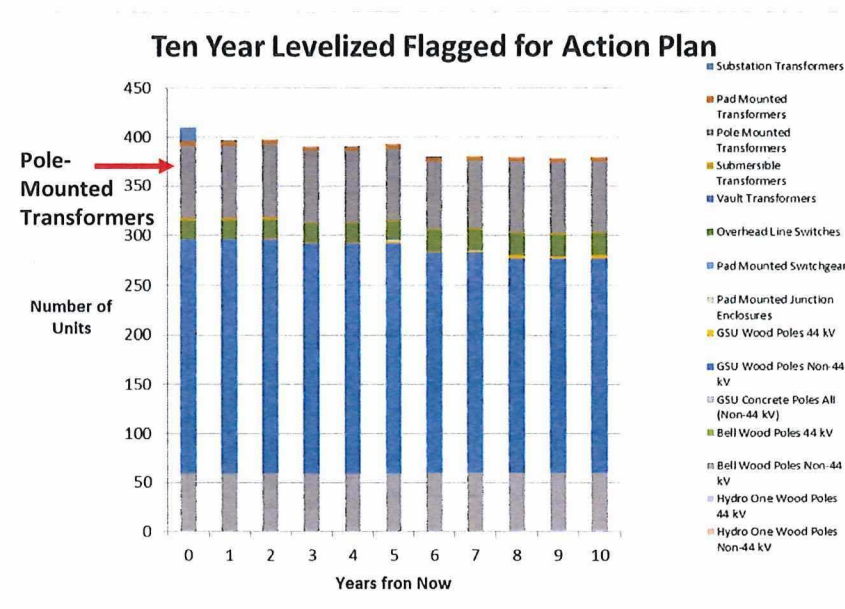
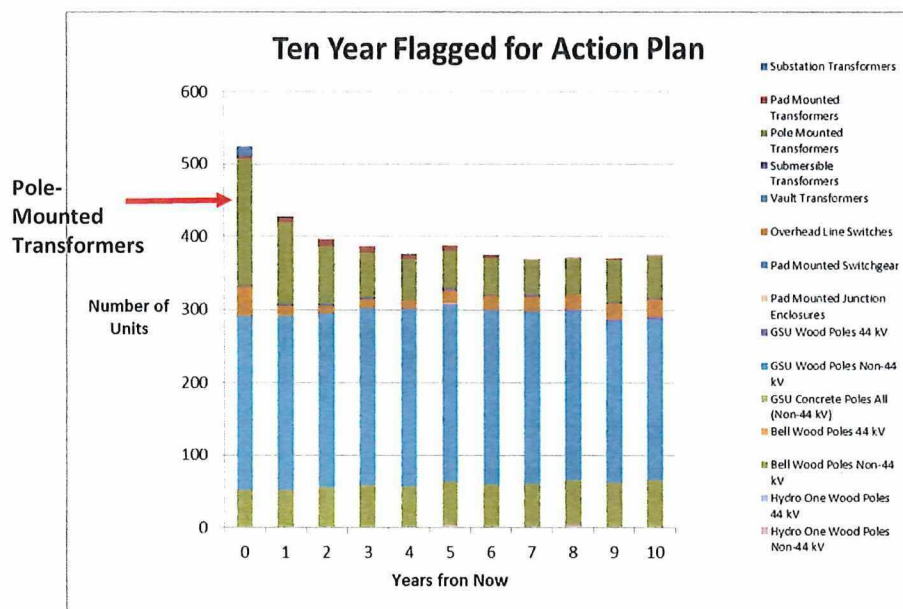
- System Access - first come, first served; non-discretionary; based on resource availability
- System Renewal – derived from the results of:
 - ▣ Asset Condition Assessment (ACA);
 - ▣ Feeder Reliability Assessment;
 - ▣ Customer Satisfaction Surveys/Consultations;
 - ▣ Fleet Management Strategy; and
 - ▣ Service Territory Load Forecast
- System Service – same as System Renewal
- General Plant – derived from results of:
 - ▣ Fleet Management Strategy
 - ▣ Building Condition Assessment (recommended); otherwise “Historical” funding
 - ▣ Subject Matter Experts/“Historical” funding for Tools and Equipment

Pacing Investments

- The vast majority of capital investments related to optimizing asset lifecycle cost belong to the “System Renewal” category and represent annual programs required to sustain the asset base.
- Asset Condition Assessments incorporate a 10 year “Flagged-for-Action” strategy for each assessed asset category (Optimal).
- As it would not be feasible or practical to address all assets immediately, a *levelized* “Flagged-for-Action” Plan is a tool that spreads out (levelizes) the number of assets to be addressed over a greater period of time.

Asset Category		10 Year Flagged for Action Total				10 Year LEVELIZED Flagged for Action Total				Replace ment Strategy
		First Year		10 Year		First Year		10 Year		
		Quan tity	Percen tage	Quan tity	Percen tage	Quan tity	Percen tage	Quan tity	Percen tage	
Substation Transformers		14	30%	17	36%	14	30%	3	6%	proactive
Pad Mounted Transformers		4	0%	54	4%	5	0%	50	4%	reactive
Pole Mounted Transformers		174	5%	793	24%	74	2%	795	24%	reactive
Submersible Transformers		1	6%	15	94%	2	13%	12	75%	reactive
Vault Transformers		0	0%	0	0%	0	0%	0	0%	reactive
Overhead Line Switches		40	2%	211	11%	19	1%	227	12%	reactive
Pad Mounted Switchgear		0	0%	0	0%	0	0%	1	1%	reactive
Pad Mounted Junction Enclosures		0	0%	2	3%	0	0%	2	3%	reactive
GSU Wood Poles	44 kV	0	0%	15	1%	1	0%	39	3%	proactive
	Non-44 kV	240	2%	2600	24%	237	2%	2474	23%	proactive
GSU Concrete Poles	All (Non-44 kV)	0	0%	0	0%	0	0%	0	0%	proactive
	44 kV	0	0%	0	0%	0	0%	0	0%	proactive
Bell Wood Poles	Non-44 kV	51	2%	640	25%	58	2%	638	25%	proactive
Hydro One Wood Poles	44 kV	0	0%	0	0%	0	0%	6	2%	proactive
	Non-44 kV	0	0%	6	4%	1	1%	11	8%	proactive

10 Year "Flagged for Action" Plan



SCHEDULE "A"

**To By-law [INSERT NEW BYLAW NUMBER] of the City of Greater
Sudbury**

THE CITY OF GREATER SUDBURY**SHAREHOLDER DECLARATION****FOR****GREATER SUDBURY UTILITIES INC.****1. Definitions and Purpose**

- 1.1. Definitions - In this Shareholder Declaration, defined terms have the meanings set out in Appendix "A" attached hereto.
- 1.2. Purpose - This Shareholder Declaration outlines the expectations of the Shareholder relating to the principles of governance and other fundamental principles and policies of the Corporation and in some cases, the Subsidiaries. Except as provided in Sections 6 and 9, this Shareholder Declaration is not intended to constitute a unanimous shareholder declaration under the OBCA or to formally restrict the exercise of the powers of the Board or the board of directors of any Subsidiary.

2. Permitted Business Activities

- 2.1. Subject to the restrictions in Section 9, the Corporation and the Subsidiaries may engage in the business activities which are permitted by any law applicable to the Corporation and the Subsidiaries from time to time, including the *Electricity Act*, and as the Board or board of directors of the Subsidiaries may authorize, including, without limitation, the business activities referred to in Subsection 2.2. In so doing, the Corporation and its Subsidiaries shall conform to all requirements of the Ontario Energy Board, the Independent Electricity System Operator and all other applicable regulatory or governmental authorities.
- 2.2. The Corporation or one or more Subsidiaries may engage in any of the following business activities and such other business activities as may be permitted by law and authorized by the Board or board of directors of any Subsidiary, as applicable, from time to time:
 - 2.2.1. Transmitting or distributing electricity;
 - 2.2.2. Owning and/or operating an electricity generation or energy storage facility;
 - 2.2.3. Retailing electricity;

SCHEDULE "A"

To By-law [INSERT NEW BYLAW NUMBER] of the City of Greater Sudbury

- 2.2.4. Distributing or retailing gas or any other energy products which is carried through pipes or wires to the user;
- 2.2.5. Business activities that enhance or develop the ability of the corporation to carry any of the activities described in Subsections 2.2.1, 2.2.2, 2.2.3, and 2.2.4 above;
- 2.2.6. Business activities the principal purpose of which is to use more effectively the assets of the Corporation or any Subsidiary, as applicable, including providing meter installing, and reading services, and providing billing services and business activities in the utilities and telecommunications area;
- 2.2.7. Renting, selling or maintaining equipment and appliances, including without limitation, hot water heaters;
- 2.2.8. Managing or operating, on behalf of the Shareholder, the provision of a public utility or sewage services; and
- 2.2.9. Providing services related to improving energy efficiency.

3. Standards of Governance

- 3.1. As required by the OBCA, the Board and the boards of directors of any Non-regulated Subsidiary shall supervise the management of the business and affairs of the Corporation and any Non-regulated Subsidiary, respectively, and in so doing, shall act honestly and in good faith with a view to the best interests of the Corporation or the Non-regulated Subsidiary, respectively, and shall exercise the same degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
- 3.2. In addition, the Shareholder expects the Board and the boards of directors of the Non-regulated Subsidiaries to observe substantially the same standards of corporate governance as may be established from time to time by any applicable regulatory or governmental authority in Canada for publicly traded corporations. The Board and boards of directors of the Non-regulated Subsidiaries are also expected to consider and adopt, as appropriate, recognized sources of governance best practices.
- 3.3. The Board will establish a Shareholder Declaration in respect of Greater Sudbury Hydro Inc., which shall set out the expectations of the Corporation, as the

Comment [KG1]: GSU's proposed wording here is connected to the proposal to have more independent board members than councillors on the Board, specifically 4.1.1.

SCHEDULE "A"

To By-law [INSERT NEW BYLAW NUMBER] of the City of Greater Sudbury

shareholder of Greater Sudbury Hydro Inc., relating to the governance principles and policies of Greater Sudbury Hydro Inc.

4. Board of Directors

- 4.1. Number of Directors - The Corporation shall be governed by the Board which shall consist of a maximum of twelve Directors to be appointed by the Shareholder. The Shareholder shall, by special resolution, or by Shareholder Declaration, designate the number of members of the Board to hold office from time to time. Accordingly, the number of Directors for the Board shall be as follows:

- 4.1.1. The Board of the Corporation shall be comprised of five individuals which shall include three City Directors and two Independent Directors, all appointment by Council.

The City Directors may include the Mayor or members of Council. The Independent Directors may not be members of Council, City employees or Corporation employees. The directors of GSUI shall also serve as directors on the Boards of the Non-regulated Subsidiary corporations: Greater Sudbury Hydro Plus Inc., Greater Sudbury Telecommunications Inc., Convergence Inc., and 1627596 Ontario Inc.

- 4.1.2. The Shareholder may remove a Director for cause and appoint a new Director in their place.

- 4.1.3. If a Director misses three regularly scheduled meetings of the Board in a twelve month period without prior approval, they shall be deemed to have resigned and their position deemed vacant.

- 4.1.4. All Directors shall remain on the Board(s) until their successors are appointed. This provision shall include the Mayor and municipal councillors, even if their terms on City Council have terminated.

- 4.2. Qualification of Directors - In addition to sound judgment and personal integrity, the qualifications of candidates for the Board will be identified by the Corporation from time to time using a Board Skills Matrix with a gap analysis, including experience and skills such as:

- 4.2.1. Awareness of public policy issues related to the Corporation or a Subsidiary, as applicable;

Comment [KG2]: GSU proposes the Board comprise 7 not 5 members – 4 independent directors and 3 councillors.

SCHEDULE "A"

To By-law [INSERT NEW BYLAW NUMBER] of the City of Greater Sudbury

- 4.2.2. Business expertise (including retail experience);
 - 4.2.3. Experience on boards of commercial corporations;
 - 4.2.4. Financial, legal, engineering, IT, accounting and/or marketing experience;
 - 4.2.5. Regulated industry knowledge including, but not limited to, knowledge of municipal electric utilities; and
 - 4.2.6. Knowledge and experience with risk management strategy.
- 4.3. Residency - Preference may be given to qualified candidates for the Board who are residents of the City of Greater Sudbury or of the Municipality of West Nipissing, however, non-residents shall not be excluded from serving as Board members.
- 4.4. Chair and Vice-Chair Position - The Board may elect its own Chair and Vice-Chair
- 4.5. Board Committees - The Board may establish committees of the Board at its discretion. The Shareholder anticipates that the Board may establish the following committees:
- 4.5.1. Audit and Finance Committee to oversee financial reporting and associated policies and practices;
 - 4.5.2. Human Resources, Governance and Nominating Committee to oversee senior management compensation, evaluation and succession, corporate governance policies and practices, and to identify, evaluate and recommend potential Independent Director Board candidates to the Shareholder.
- 4.6. Independent Director Nominations - The Shareholder shall consider candidates for the Board nominated by the Human Resources, Governance and Nominating Committee. It is expected that the committee will develop a process that takes into account the qualifications identified in the Board Skills Matrix (4.2) to identify, evaluate and recommend the most qualified candidates to the Shareholder.
- 4.7. Appointment of Directors - In selecting the directors to be appointed to the Board, the Shareholder shall take into account the qualifications identified in the Board Skills Matrix (4.2) and the candidates nominated by the Human Resources, Governance and Nominating Committee.

SCHEDULE "A"

To By-law [INSERT NEW BYLAW NUMBER] of the City of Greater Sudbury

- 4.8. Meetings of the Board - If requested by the Shareholder, the Board shall invite certain employees of the City, identified by the Shareholder, to attend meetings of the Board and meetings of the boards of the Non-regulated Subsidiaries. Such City employees shall not be entitled to vote on any matter. A majority of the number of directors required by this Shareholder Declaration constitutes a quorum at any meeting of the Board or meeting of the boards of the Non-regulated Subsidiaries.

5. Financial Policies, Risk Management and Strategic Plan

- 5.1. Policies - The Shareholder expects that the Board will develop and maintain policies consistent with best practices in corporate governance, including:
- 5.1.1. Capital Structure - a prudent financial and capitalization structure for the Corporation and its Subsidiaries consistent with industry norms and sound financial principles, established on the basis that the Corporation and its Subsidiaries are intended to be self-financing entities;
 - 5.1.2. Dividends - a policy relating to enhancing Shareholder value by generating a reasonable return consistent with a prudent financial and capitalization structure and maintaining just and reasonable rates, while providing for dividends to be paid to the Shareholder from the Corporation, as set out in Policy No. F-13, as may be amended from time to time;
 - 5.1.3. Risk Management - oversee the management of all risks related to the business conducted by the Corporation and its Subsidiaries, through the adoption of appropriate risk management strategies and internal controls consistent with industry norms;
 - 5.1.4. Strategic Plan - a long range strategic plan for the Corporation and its Subsidiaries which is consistent with the maintenance of a viable, competitive business and preserves the value of the business for the Shareholder;
 - 5.1.5. Directors' Compensation - to set remuneration levels of board members of the Corporation and its Non-regulated Subsidiaries, using independently researched comparator benchmarks; and
 - 5.1.6. Environmental Policy - a long range environmental policy which provides that the Corporation and its Subsidiaries operate in a safe and environmentally responsible manner.

SCHEDULE "A"

To By-law [INSERT NEW BYLAW NUMBER] of the City of Greater Sudbury

5.1.7. Borrowing Policy – in the event that the Corporation or its Subsidiaries require fixed term borrowing in excess of \$100,000 at a time, the Corporation shall obtain quotes from various external lenders. Prior to accepting a quote, the Corporation shall provide a copy of the quote to the Shareholder's CAO and give the Shareholder an option to lend the funds to the Corporation on the same terms and conditions as the external lender's quote. In the event that the Shareholder wishes to exercise its option, it shall inform the CEO of the Corporation in writing within 10 business days, failing which the Corporation shall be free to borrow from the external lender.

6. Decisions of the Shareholder and Shareholder Representatives

- 6.1. The Shareholder hereby designates the Mayor and the City Clerk as the legal representatives of the Shareholder (the "Shareholder Representative") for purposes of communicating to the Board pursuant to Subsection 6.2 any consent or approval required by this Shareholder Declaration or by the OBCA otherwise.
- 6.2. Approvals or decisions of the Shareholder required pursuant to this Shareholder Declaration or the OBCA shall require a resolution or by-law of Council and shall be communicated in writing to the Board and signed by the Shareholder Representative.

7. Meetings and Annual Resolution

- 7.1. The Shareholder shall receive notification of all meetings of the Board of Directors of the Corporation and any Subsidiary and a copy of the agenda for the meeting.
- 7.2. Within six months after the end of each fiscal year of the Corporation
- 7.2.1. Annual Report to Meeting of Council - the Board shall report to a meeting of Council and the President and CEO of the Corporation shall attend such meeting and provide such information concerning the Corporation and its Subsidiaries as is appropriate.
- 7.2.2. Annual Resolutions:
- 7.2.2.1. The Shareholder shall consider candidates for the Board as proposed by the Nominating Committee and the appointment of the auditors of

SCHEDULE "A"

To By-law [INSERT NEW BYLAW NUMBER] of the City of Greater Sudbury

the Corporation and receive the audited financial statements of the Corporation for the last completed fiscal year; and

- 7.2.2.2. The Shareholder shall appoint the necessary members of the Board and appoint the auditors for the Corporation and complete such other business as would normally be completed at an annual meeting of shareholder under the OBCA.

8. Reporting on Major Developments

- 8.1. The Board shall from time to time report to Council on major business developments or materially significant or adverse results as the Board, in its discretion, considers appropriate and such report may be received and considered by the Shareholder at an open or in camera meeting of Council.
- 8.2. The Board shall provide to the Shareholder any and all records of the Corporation or the Subsidiaries within a reasonable period of time of the Shareholder's written request for same.

9. Matters Requiring Shareholder Approval

- 9.1. Without Shareholder approval given in accordance with Section 6, the Corporation or any Subsidiary, respectively, shall not:

Statutory Approval Right

- 9.1.1. Change the name of the Corporation or a Subsidiary; add, change or remove any restriction on the business of the Corporation or a Subsidiary; create new classes of shares; or in any other matter amend its articles of incorporation or make, amend or repeal any by-law;
- 9.1.2. Amalgamate with any other corporation(s), other than amalgamations that may under the OBCA, be approved by a resolution of directors;
- 9.1.3. Take or institute proceedings for any winding up, arrangement, or dissolution of the Corporation or a Subsidiary;
- 9.1.4. Apply to continue as a corporation under the laws of another jurisdiction;

Additional Approval Rights

SCHEDULE "A"

To By-law [INSERT NEW BYLAW NUMBER] of the City of Greater Sudbury

- 9.1.5. Issue, or enter into any agreement to issue, any shares of any class, or any securities convertible into any shares of any class, of the Corporation or a Subsidiary;
- 9.1.6. Redeem or purchase any outstanding shares of the Corporation or a Subsidiary;
- 9.1.7. Take on or assume any financial obligation which would materially increase the debt/equity ratio of the Corporation and its Subsidiaries on a consolidated basis above the ratio of 60/40;
- 9.1.8. Sell assets of the Corporation or a Subsidiary or purchase assets with an aggregate value in excess of 15% of the Consolidated Book Value of all assets of the Corporation and its Subsidiaries;
- 9.1.9. Materially alter the nature of or geographic extent of the business of the Corporation or any of its Subsidiaries in a manner which would have a financial impact equal to or greater than 15% of the consolidated Book Value of all assets of the Corporation and its Subsidiaries;
- 9.1.10. Enter into a joint venture, partnership, strategic alliance or other venture, including ventures in respect of the generation or co-generation of electricity which would require an investment, or which would have a financial impact, equal to or greater than 15% of the consolidated Book Value of all assets of the Corporation and its Subsidiaries.

10. Revisions to this Declaration

- 10.1. The Shareholder shall review this Shareholder Declaration at least every five (5) years.
- 10.2. The Shareholder acknowledges that this Shareholder Declaration may be revised from time to time as circumstances may require and that the Shareholder will consult with the Board prior to completing any revision and will promptly provide the Board with copies of such revision.

11. This declaration replaces all earlier versions of the Declaration for the Corporation.

DATED at Sudbury, Ontario the [Insert Date] day of [Insert Date]

CITY OF GREATER SUDBURY

SCHEDULE "A"

**To By-law [INSERT NEW BYLAW NUMBER] of the City of Greater
Sudbury**

BY: _____
Brian Bigger, Mayor

BY: _____
Eric Labelle, Clerk

SCHEDULE "A"

To By-law [INSERT NEW BYLAW NUMBER] of the City of Greater Sudbury

APPENDIX "A"

DEFINITIONS AND INTERPRETATIONS

In this Shareholder Declaration the following defined terms have the meaning set out below:

"Act" means the Electricity Act, 1998 (Ontario);

"Board" means the board of directors of the Corporation;

"Chair" means the chair of the Board;

"City" means the City of Greater Sudbury;

"City Clerk" means the Clerk of the City of Greater Sudbury;

"Consolidated Book Value" of all assets of the Corporation and its Subsidiaries shall be the values reported in the audited consolidated financial statements of the corporation and its subsidiaries at the end of its most recently completed fiscal year;

"Corporation" means Greater Sudbury Utilities Inc. incorporated pursuant to Section 142 of the Act;

"Council" means the City Council of the City of Greater Sudbury;

"Debt" includes all debt obligations owed to third party creditors, but excludes all debt obligations owed to the Shareholder;

"Independent Directors" shall have the meaning set out in Section 4 of this Shareholder Declaration;

"Mayor" means the Mayor of the City of Greater Sudbury;

"Non-regulated Subsidiaries" means any subsidiary of the Corporation, except Greater Sudbury Hydro Inc.;

"OBCA" means the Business Corporations Act (Ontario);

"President and CEO" means the president and chief executive officer of the Corporation;

"Shareholder" means the City of Greater Sudbury;

"Shareholder Declaration" means this shareholder declaration;

"Shareholder Representative" shall have the meaning set out in Subsection 6.1;

"Subsidiaries" means the subsidiary corporations (as defined in the OBCA) of the Corporation; and

"Vice-Chair" means the vice-chair of the Board.

SCHEDULE "A"

**To By-law [INSERT NEW BYLAW NUMBER] of the City of Greater
Sudbury**



POLICY/PROCEDURES MANUAL

Section:	FINANCE	Approval Date:	2019-09-06
Title:	DIVIDEND POLICY	Supersedes:	2019-05-27
MOTION NO.:	2019-GSUI-IC-08-01	Review Date:	Per Board Work Plan
Policy No.:	F-13	Page No.:	1

PREAMBLE

The Dividend Policy of Greater Sudbury Utilities Inc. (the "Corporation") and its subsidiaries is predicated on the mandate of the Board of Directors (the "Board") to act in and protect the best interests of the Corporation. This mandate, which is a duty derived from statute law, necessarily involves balancing the legitimate interests of the Shareholder (the City of Greater Sudbury), customers, creditors, suppliers, employees, the public, community and environment.

POLICY

1. The Corporation's intention is to increase value returned to the City as Shareholder in all forms, including Dividends. GSU seeks to enhance Shareholder value by generating a reasonable return consistent with a prudent financial and capitalization structure while maintaining just and reasonable rates to customers. Shareholder value is built both through retaining returns in the Corporation and by distributing returns to the Shareholder including by way of Dividends.
2. On an annual basis, in April each year, the Board of the Corporation may approve a Regular Dividend to be paid to the Shareholder, based on a target range of 25% to 50% of the free cash flow for the year, after net movements in regulatory balance. Any final dividend declaration is at the Board's discretion, taking into account legitimate corporation needs including capital requirements and sustainable electricity supply.
3. The Board will disclose to the Shareholder both the calculation and rationale underpinning any Dividends declared and paid to the Shareholder, and in the event that an annual Regular Dividend is not declared, the Board would report this to the Shareholder at or before the AGM and provide a full report on rationale and projections.
4. The Board may declare and pay a Special Dividend to the Shareholder at any time acting in its discretion, for example when the Corporation is vested with significant surplus funds without reasonable investment opportunities; if the Corporation's debt to equity ratio falls below 60/40 (1.5 times), this would typically trigger a Special Dividend.
5. The Dividend Policy is to be reviewed every four years, beginning in July 2022, reviewed by the Board, and prior to any substantive modification of the Dividend Policy, the Board will meet with the Shareholder to discuss.

For Information Only

Association of Municipalities of Ontario (AMO) Board Meeting August 17, 2019

Presented To:	City Council
Presented:	Tuesday, Oct 08, 2019
Report Date	Tuesday, Sep 24, 2019
Type:	Correspondence for Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters.

Report Summary

Further to discussions with Councillor Deb McIntosh, this report provides a summary of the Board meeting held August 17, 2019 by the Association of Municipalities of Ontario.

Financial Implications

There are no financial implications associated with this report.

Signed By

Report Prepared By

Ed Archer
Chief Administrative Officer
Digitally Signed Sep 24, 19

Financial Implications

Liisa Lenz
Coordinator of Budgets
Digitally Signed Sep 25, 19

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Sep 25, 19

The Association of Municipalities of Ontario (AMO) Board meets regularly to review matters of general interest to municipalities. As a Board member and part of its Regional and Single-tier Caucus, I am writing to share some highlights with you of the Board's recent meeting, held August 17, 2019.

For context, the AMO Board includes 39 members. The Board of Directors sets AMO's direction and adopts its policies and its priorities. As a corporate body, the Board of Directors ensures adherence to legal requirements, as set out in the foundation charter and in the law. The Board also delegates the overall management of the organization to the Executive Director and a team of professionals. The Executive Director is responsible for the Board's strategic orientation process and for its policies, as well as for the organization's financial and overall management.

Board meetings are normally held on the fourth Friday in September, November, January, March and June. There is also a Board meeting during the weekend prior to the AMO Annual Conference in August.

August 17, 2019 Meeting Results

At its August 17 meeting, the Board considered several matters and received information regarding a variety of issues. The following reflects a summary of the meeting's results:

Decisions

Community Benefits Charge

The Board endorsed recommendations provided by the Municipal Finance Officers Association of Ontario regarding regulations needed to support new community benefit charges (CBC). CBCs will replace the use of development charges in the calculation of "soft services" (recreation, child care, libraries), parkland dedication, and Section 37 density bonusing provisions. CBC calculations will be capped by a formula based on land valuation. Consultations on this cap are ongoing and MMAH has assembled a large group of municipal treasurers, MFOA, and AMO to conduct these discussions.

MFOA based its recommendations on the following guiding principles, which the AMO Board previously endorsed:

- **Growth should pay for growth** – Provincial legislation should consistently allow municipalities to recover the full cost of infrastructure related to development.
- **Complete, vibrant communities are good for everyone** – The services needed to support complete communities go beyond water, wastewater, and roads. No community is complete without parks, libraries, and other services that help residents thrive. Revenue is needed to finance growth-related costs for a full range of services.
- **Provincial red tape costs municipalities time and money** – Overly prescriptive reporting and processes become a costly burden and fail to recognize that municipalities are an order of government led by elected officials.
- **Provincial legislation related to municipal governance should be enabling and permissive** – Provincial legislation can be overly prescriptive. Restrictive legislation removes decision making power from local authorities and chips away at local officials' ability to respond to local concerns.

Great Lakes Canada Agreement Response

The Board directed staff to provide comments to the Ministry of the Environment, Conservation and Parks and the federal Department of the Environment and Climate Change on a draft Canada-Ontario agreement regarding Great Lakes Water Quality and Ecosystem Health. Generally, these comments addressed:

- the need for long-term commitments for infrastructure investments (both federally and provincially) in municipal water-related infrastructure;
- municipalities' long-standing request to transition the Blue Box to full producer responsibility to reduce plastic and other waste in Great Lakes waters; and
- the need for funding and other supports to protect communities from flooding given that "once-in-a-century" storms are happening with increasing frequency

Opioids Response

The Board approved recommendations to the provincial government that focuses on an overall drug addiction strategy and incorporates a "whole of government" scope. These will be communicated via a letter to the Associate Minister of Mental Health and Addictions. The proposed approach acknowledges the role Municipal governments and public health units have to facilitate local solutions. However, municipal services, including public health, police, fire and paramedics across Ontario, are already under great pressures to keep up and combat rising opioid-related harm and death rates. Local responses to the opioid overdose emergency need continued provincial leadership and support.

Updates

The Board received several updates regarding AMO activities and ongoing projects. These included:

AMO Conference – information provided about the 2019 AMO conference showed attendance was the highest ever and included participation from more than 20 provincial Cabinet members. The conference provided excellent networking opportunities and offered insights into leading practices that would be of interest to municipal politicians.

Asset Management - AMO will launch a new online introductory course for elected officials on municipal asset management this fall as it continues to build capacity and monitor sector progress aligned with requirements under AMO's federal Gas Tax program and the province's Asset Management Planning Regulation.

Blue Box/Recycling – there are ongoing discussions between lawyers representing AMO, the City of Toronto and Stewardship Ontario regarding the formula used for determining stewardship payments to municipalities for their blue box program. Generally, there are differences of opinion regarding the sufficiency and appropriateness of the method used to determine the amount payable to municipalities for the provision of blue box services.

Provincial Policy Statement Update – the province is consulting on updates to the Provincial Policy Statement. The Board received information regarding the scope of the consultation and

anticipated changes to the PPS. AMO has a Planning Task Force that will meet in September to discuss the detailed impacts of these changes and prepare a report for the Board.

Planning Best Management Practices - AMO staff developed a 'Planning Best Management Practices (BMP) Guide' to demonstrate leadership regarding streamlining the development application process.