

# CITY COUNCIL AGENDA

---

City Council Meeting  
**Tuesday, September 10, 2019**  
Tom Davies Square - Council Chamber

---

**MAYOR BRIAN BIGGER, CHAIR**

---

4:30 p.m. CLOSED SESSION, COMMITTEE ROOM C-12

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

City of Greater Sudbury Council and Committee Meetings are accessible and are broadcast publically online and on television in real time and will also be saved for public viewing on the City's website at:

<https://agendasonline.greatersudbury.ca>.

Please be advised that if you make a presentation, speak or appear at the meeting venue during a meeting, you, your comments and/or your presentation may be recorded and broadcast.

By submitting information, including print or electronic information, for presentation to City Council or Committee you are indicating that you have obtained the consent of persons whose personal information is included in the information to be disclosed to the public.

Your information is collected for the purpose of informed decision-making and transparency of City Council decision-making under various municipal statutes and by-laws and in accordance with the *Municipal Act, 2001, Planning Act, Municipal Freedom of Information and Protection of Privacy Act* and the City of Greater Sudbury's *Procedure By-law*.

For more information regarding accessibility, recording your personal information or live-streaming, please contact Clerk's Services by calling 3-1-1 or emailing [clerks@greatersudbury.ca](mailto:clerks@greatersudbury.ca).

## **ROLL CALL**

Resolution to move to Closed Session to deal with one (1) Litigation or Potential Litigation/Solicitor-Client Privilege matter regarding the Kingsway Entertainment District (KED) in accordance with the *Municipal Act, 2001, S.239(2)(e)(f)*.

**(RESOLUTION PREPARED)**

## **RECESS**

## **MOMENT OF SILENT REFLECTION**

## **ROLL CALL**

## **DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**

### **COMMUNITY DELEGATIONS**

1. Greater Sudbury Development Corporation  
**(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)**

- Andrée Lacroix, Chair, Greater Sudbury Development Corporation

(The Greater Sudbury Development Corporation was invited by Councillor Signoretti. The presentation will provide an overview of the mandate and activities of the Greater Sudbury Development Corporation.)

### **MATTERS ARISING FROM THE CLOSED SESSION**

Deputy Mayor Sizer 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 HEARING COMMITTEE**

#### **August 14, 2019**

Council will consider, by way of one resolution, resolutions HC2019-05 to HC2019-06, all of which are found at <http://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1381&itemid=rec>. Any questions regarding the resolutions should be directed to Councillor Signoretti, Chair, Hearing Committee.

**(RESOLUTION PREPARED)**

### **CONSENT AGENDA**

(For the purpose of convenience and for expediting meetings, matters of business of repetitive or routine nature are included in the Consent Agenda, and all such matters of business contained in the Consent Agenda are voted on collectively.

A particular matter of business may be singled out from the Consent Agenda for debate or for a separate vote upon the request of any Councillor. In the case of a separate vote, the excluded matter of business is severed from the Consent Agenda, and only the remaining matters of business contained in the Consent Agenda are voted on collectively.

Each and every matter of business contained in the Consent Agenda is recorded separately in the minutes of the meeting.)

### **ADOPTING, APPROVING OR RECEIVING ITEMS IN THE CONSENT AGENDA**

(RESOLUTION PREPARED FOR ITEMS C-1 TO C-14)

**MINUTES**

C-1.	City Council Minutes of June 11, 2019 <b>(RESOLUTION PREPARED - MINUTES ADOPTED)</b>	<b>18 - 32</b>
C-2.	City Council Minutes of June 25, 2019 <b>(RESOLUTION PREPARED - MINUTES ADOPTED)</b>	<b>33 - 45</b>
C-3.	Finance and Administration Committee Minutes of July 9, 2019 <b>(RESOLUTION PREPARED - MINUTES ADOPTED)</b>	<b>46 - 48</b>
C-4.	Workshop Minutes of July 9, 2019 <b>(RESOLUTION PREPARED - MINUTES ADOPTED)</b>	<b>49 - 50</b>
C-5.	City Council Minutes of July 9, 2019 <b>(RESOLUTION PREPARED - MINUTES ADOPTED)</b>	<b>51 - 72</b>
C-6.	City Council Minutes of July 10, 2019 <b>(RESOLUTION PREPARED - MINUTES ADOPTED)</b>	<b>73 - 76</b>
C-7.	Special City Council Minutes of July 10, 2019 <b>(RESOLUTION PREPARED - MINUTES ADOPTED)</b>	<b>77 - 78</b>
C-8.	Operations Committee Minutes of August 12, 2019 <b>(RESOLUTION PREPARED - MINUTES ADOPTED)</b>	<b>79 - 81</b>
C-9.	Community Services Committee Minutes of August 12, 2019 <b>(RESOLUTION PREPARED - MINUTES ADOPTED)</b>	<b>82 - 84</b>
C-10.	Planning Committee Minutes of August 12, 2019 <b>(RESOLUTION PREPARED - MINUTES ADOPTED)</b>	<b>85 - 92</b>
C-11.	Finance and Administration Committee Minutes of August 13, 2019 <b>(RESOLUTION PREPARED - MINUTES ADOPTED)</b>	<b>93 - 96</b>

C-12.	Workshop Minutes of August 13, 2019 <b>(RESOLUTION PREPARED - MINUTES ADOPTED)</b>	<b>97 - 98</b>
C-13.	Hearing Committee Minutes of August 14, 2019 <b>(RESOLUTION PREPARED - MINUTES ADOPTED)</b>	<b>99 - 103</b>
C-14.	City Council Minutes of August 13, 2019 <b>(RESOLUTION PREPARED - MINUTES ADOPTED)</b>	<b>104 - 120</b>

## **PRESENTATIONS**

1. Large Projects Update  
**(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)**
  - Ian Wood, Interim General Manager of Community Development

(This report provides an update on the City's Large Projects, being Place des Arts, the Junction and the Event Centre.)

## **REGULAR AGENDA**

## **MANAGERS' REPORTS**

- |      |  |                  |
|------|--|------------------|
| R-1. | Report dated August 15, 2019 from the Chief Administrative Officer regarding Place des Arts Request for Consent for Mortgage of Lease.<br><b>(RESOLUTION PREPARED)</b> | <b>121 - 126</b> |
|------|--|------------------|
- (This report provides information regarding a request from Place des Arts for City consent for a Mortgage of Lease related to the Place des Arts project.)

## **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:**

- |          |   |
|----------|---|
| 2019-139 | A By-law of the City of Greater Sudbury to Confirm the Proceedings of Council at its Meeting of September 10th, 2019. |
| 2019-140 | A By-law of the City of Greater Sudbury to Authorize the Cancellation, Reduction or Refund of Realty Taxes            |
- Hearing Committee Resolution #HC2019-05
- (This by-law provides for tax adjustments under Sections 357 and 358 of the

Municipal Act, 2001 for properties eligible for cancellation, reduction or refund of realty taxes.)

- 2019-141 A By-law of the City of Greater Sudbury to Authorize an Interest Free Loan to Canadian Mental Health Association Sudbury/Manitoulin

City Council Resolution #CC2019-252

(This by-law authorizes contribution of up to \$2.2 million in the form of an interest free loan to CMHA Sudbury/Manitoulin to ensure the successful completion of the 200 Larch Street Project and the location of permanent homeless shelter and delegates authority to establish the terms and conditions of the interest free loan.)

- 2019-142 A By-law of the City of Greater Sudbury to Authorize the Executive Director of Finance, Assets and Fleet to Secure Debt Financing

Finance & Administration Committee Resolution #FA2019-53

(This by-law authorizes the Executive Director of Finance, Assets and Fleet to secure debt up to \$200 million.)

- 2019-143 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 #FA2019-52

(This by-law authorizes grants funded through the Healthy Community Initiative Fund for various Wards.)

- 2019-144 A By-Law of the City of Greater Sudbury to Authorize Grants Under the Town Centre Community Improvement Plan

Planning Committee Resolution #PL2019-107

(This By-law authorizes grants under the Town Centre Community Improvement Plan and authorizes the General Manager of Growth and Infrastructure Services to sign grant agreements with the recipient of the grants.)

- 2019-145 A By-law of the City of Greater Sudbury to Amend By-law 2018-121 being A By-law of the City of Greater Sudbury Respecting the Appointment of Officials of the City

(This by-law updates certain appointments to reflect staff changes.)

- 2019-146 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 #CC2019-13

(This amending by-law implements recommended changes to the regulation of traffic and parking.)

- 2019-147 A By-law of the City of Greater Sudbury to Amend By-law 2019-51 being a By-law of the City of Greater Sudbury regarding Committees of Council and Advisory Panels

(This by-law replaces 2019-125 to correct an error.)

- 2019-148 A By-law of the City of Greater Sudbury to Deem Lots 93 and 94 on Plan M-70A not to be a Plan of Subdivision for the Purposes of Section 50 of the Planning Act  
Planning Committee Resolution #PL2019-105  
(This by-law authorizes Lots 93 and 94 on registered Plan of Subdivision M-70A be deemed not to be lots within a registered Plan of Subdivision.)
- 2019-149 A By-law of the City of Greater Sudbury to Declare Certain Parcels of Land to be Part of the City Road System  
(This by-law is presented to Council from time to time. It provides for all the small “bits and pieces” of roadway that have been purchased or otherwise acquired by the City for road purposes to be formally declared as roads.)
- 2019-150 A By-law of the City of Greater Sudbury to Authorize the Purchase of Part of 1194 Kingsway, Sudbury, Described as Part of PIN 02132-0432, Being Part 1, Plan 53R-21198 from McDonald’s Restaurants of Canada Limited  
Planning Committee Resolutions #PL2019-44  
(This by-law authorizes the purchase of property for the Kingsway Active Transportation Improvement Project.)
- 2019-151Z 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 #PL2019-83  
(This by-law rezones the subject lands to “M1(46)” in order to allow for a retail store as a permitted use in addition to those uses permitted in the parent “M1” Zone on the subject lands. The existing building is intended to be used as a retail store - Phu Nguyen - 1755 LaSalle Boulevard, Sudbury.)

## **MEMBERS' MOTIONS**

### **Request to Rename C Street in Lively to Len Turner Drive**

As presented by Councillor Vagnini:

WHEREAS Len Turner served as Lively’s first Mayor, as appointed by Inco, from 1956 to 1972;

AND WHEREAS Len Turner was one of the forefathers who contributed to Lively’s growth from an Inco development into the wonderful community it is today;

AND WHEREAS C Street was a street in existence at the time of Len Turner’s term as Mayor;

AND WHEREAS Len Turner’s service to his community is worthy of renaming C Street in Lively to Len Turner Drive;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to bring a report to the Planning Committee for its consideration in the second quarter of 2019 with a recommendation regarding the renaming of C Street in Lively to Len Turner Drive.

## **Economic Development Accountability**

As presented by Mayor Bigger:

WHEREAS the City of Greater Sudbury has identified Business Attraction, Investment and Development, and Economic Capacity and Investment Readiness as two of five strategic objectives in the City's draft strategic plan; and,

WHEREAS the City of Greater Sudbury wishes to enhance accountability and transparency for economic development activities and investments; and,

WHEREAS the Council of the City of Greater Sudbury is best positioned to establish economic development programs and policies, to allocate staff and resources to maximize the chances of success, and to react quickly to emerging opportunities; and,

WHEREAS the City of Greater Sudbury is interested in soliciting input from significant actors in our community's economy, and allowing for enhanced responsibility for the City's directions and actions supporting economic expansion;

THEREFORE BE IT RESOLVED:

1. That the City of Greater Sudbury notify the CGSCDC of its intention to assume full accountability for all economic development activities and investments as of July 1, 2019.
2. That the City of Greater Sudbury establish The Greater Sudbury Select Cabinet for Economic Development to provide advice on generating economic activity and that staff develop a proposed Terms of Reference and appropriate by-laws for consideration by Council at its meeting of August 13, 2019.
3. That the CGSCDC be requested to pass the necessary motions and by-laws so that the members of City Council become the members of the corporation and the Board of Directors for the CGSCDC.
4. That the City of Greater Sudbury establish an Economic Development Standing Committee and that staff develop a proposed Terms of Reference and appropriate by-laws for consideration by Council at its meeting of August 13, 2019.

## **Development Of Small And Tiny Dwellings**

As presented by Councillors McIntosh and McCausland:

WHEREAS the City of Greater Sudbury Corporate Strategic Plan 2019-2027, identifies Housing as a Strategic Initiative, with an objective of expanding affordable and attainable housing options;

AND WHEREAS the City of Greater Sudbury's Housing and Homelessness Plan prioritizes the improvement of housing options across the housing continuum as well as improving housing access and affordability for low income individuals and families;

AND WHEREAS the Official Plan for the City of Greater Sudbury supports development that is age-friendly including the creation of smaller, unique, shared and transitional housing opportunities and the creation of more affordable housing; AND WHEREAS the City of Greater Sudbury has taken steps through the updated Affordable Housing Strategy including the adoption of the Affordable Housing Community Improvement Plan, and the introduction of

Secondary Unit policies; AND WHEREAS additional tools are required to encourage the development of affordable housing options; AND WHEREAS there is growing interest in the development of small and tiny housing options;

NOW THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs Planning staff to evaluate options for encouraging the development of small and tiny dwellings, including a review of best practices, the establishment of a working group with the Development Liaison Advisory Committee and that Planning staff report back to the Planning Committee with findings by the third quarter of 2020 with a recommended policy framework.

### **CORRESPONDENCE FOR INFORMATION ONLY**

- I-1. Report dated August 28, 2019 from the Chief Administrative Officer regarding Economic Development Governance. **127 - 177**  
**(FOR INFORMATION ONLY)**

(This report provides additional information related to Motion M-5 from the agenda of June 25, 2019 as requested by Council.)

### **ADDENDUM**

### **CIVIC PETITIONS**

### **QUESTION PERIOD**

### **ADJOURNMENT**



# CONSEIL MUNICIPAL ORDRE DU JOUR

---

Réunion du Conseil municipal  
**10 septembre 2019**  
Place Tom Davies - Salle du Conseil

---

## MAYOR BRIAN BIGGER, PRÉSIDENT(E)

---

16 h 30 SÉANCE À HUIS CLOS, SALLE DE RÉUNION C-12

18 h 00 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](mailto:clerks@grandsudbury.ca).

### **APPEL NOMINAL**

Résolution de séance à huis clos pour délibérer sur une (1) question de litige ou de litige possible/secret professionnel de l'avocat concernant le District de divertissements du Kingsway conformément à la *Loi de 2001 sur les municipalités*, art. 239(2)(e)(f).

**(RÉSOLUTION PRÉPARÉE)**

### **SUSPENSION DE LA SÉANCE**

## **MOMENT DE SILENCE**

## **APPEL NOMINAL**

## **DÉCLARATION D'INTÉRÊTS PÉCUNIAIRES ET LEUR NATURE GÉNÉRALES**

## **DÉLÉGATION COMMUNAUTAIRES**

### **1. La Société de développement du Grand Sudbury (PRÉSENTATION ÉLECTRONIQUE) (A TITRE D'INFORMATION)**

- Andrée Lacroix, présidente de la Société de développement du Grand Sudbury

(La Société de développement du Grand Sudbury a été invitée par le conseiller municipal Signoretti. La présentation donnera un aperçu du mandat et des activités de la Société de développement du Grand Sudbury.)

## **QUESTIONS DÉCOULANT DE LA SÉANCE À HUIS CLOS**

Le maire adjoint Sizer fera un rapport sur toutes questions qui ont fait l'objet de délibérations pendant la séance à huis clos. Le Conseil municipal considérera alors toute résolution découlant de la séance à huis clos.

## **QUESTIONS DÉCOULANT DE LA RÉUNION DU COMITÉ D'AUDITION**

### **14 AOÛT, 2019**

Le Conseil municipal étudiera, par voie d'une résolution, les résolutions HC2019-05 à HC2019-06, qui se trouve à <http://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1381&itemid=rec>. Toute question concernant ces résolutions devrait être adressée au Conseiller Signoretti, président du Comité d'Audition.  
**(RÉSOLUTION PRÉPARÉE)**

## **Order du jour des résolutions**

(Par souci de commodité et pour accélérer le déroulement des réunions, les questions d'affaires répétitives ou routinières sont incluses à l'ordre du jour des résolutions, et on vote collectivement pour toutes les questions de ce genre.

À la demande d'un conseiller, on pourra traiter isolément d'une question d'affaires de l'ordre du jour des résolutions par voie de débat ou par vote séparé. Dans le cas d'un vote séparé, la question d'affaires isolée est retirée de l'ordre du jour des résolutions et on ne vote collectivement qu'au sujet des questions à l'ordre du jour des résolutions.

Toutes les questions d'affaires à l'ordre du jour des résolutions sont inscrites séparément au procès-verbal de la réunion.)

## **ADOPTION, APPROBATION OU RÉCEPTION D'ARTICLES DANS L'ORDRE DU JOUR DES CONSENTEMENTS**

(RÉSOLUTION PRÉPARÉE POUR LES ARTICLES DE L'ORDRE DU JOUR DES  
RÉSOLUTION C-1 À C-14)

### **PROCÈS-VERBAUX**

C-1.	Procs Verbal du 11 juin 2019, Conseil municipal <b>(RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)</b>	<b>18 - 32</b>
C-2.	Procs Verbal du 25 juin 2019, Conseil municipal <b>(RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)</b>	<b>33 - 45</b>
C-3.	Procs Verbal du 9 juillet 2019, Comité des finances et de l'administration <b>(RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)</b>	<b>46 - 48</b>
C-4.	Procs Verbal du 9 juillet 2019 <b>(RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)</b>	<b>49 - 50</b>
C-5.	Procs Verbal du 9 juillet 2019, Conseil municipal <b>(RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)</b>	<b>51 - 72</b>
C-6.	Procs Verbal du 10 juillet 2019, Conseil municipal <b>(RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)</b>	<b>73 - 76</b>
C-7.	Procs Verbal du 10 juillet 2019, Réunions extraordinaires du Conseil municipal <b>(RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)</b>	<b>77 - 78</b>
C-8.	Procs Verbal du 12 août 2019, Comité des opérations <b>(RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)</b>	<b>79 - 81</b>
C-9.	Procs Verbal du 12 août 2019, Comité des services communautaires <b>(RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)</b>	<b>82 - 84</b>

C-10.	Procs Verbal du 12 août 2019, Comité de planification <b>(RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)</b>	<b>85 - 92</b>
C-11.	Procs Verbal du 13 août, 2019, Comité des finances et de l'administration <b>(RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)</b>	<b>93 - 96</b>
C-12.	Procs Verbal du 13 août, 2019 <b>(RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)</b>	<b>97 - 98</b>
C-13.	Procs Verbal du 14 août, 2019, Comité d'audition <b>(RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)</b>	<b>99 - 103</b>
C-14.	Procs Verbal du 13 août, 2019, Conseil municipal <b>(RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)</b>	<b>104 - 120</b>

## **PRÉSENTATIONS**

1. Compte rendu des grands projets  
**(PRÉSENTATION ÉLECTRONIQUE) (A TITRE D'INFORMATION)**
  - Ian Wood, directeur général intérimaire du Développement communautaire

(Ce rapport donne un compte rendu des grands projets de la Ville, soit la Place des arts, la Jonction et le Centre d'activités.)

## **Ordre du jour régulier**

## **RAPPORTS DES GESTIONNAIRES**

- |      |   |                  |
|------|---|------------------|
| R-1. | Rapport Administrateur en chef, daté du 15 août 2019 portant sur Demande de la Place des arts quant au consentement d'une hypothèque sur bien-fonds cédée à bail .<br><b>(RÉSOLUTION PRÉPARÉE)</b><br><br>(Ce rapport donne des renseignements concernant une demande de la Place des arts quant au consentement de la Ville quant à une hypothèque sur bien-fonds cédée à bail liée au projet de la Place des arts.) | <b>121 - 126</b> |
|------|---|------------------|

## **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 :**

- 2019-139 Règlement de la Ville du Grand Sudbury pour confirmer les délibérations du Conseil municipal lors de sa réunion tenue le 10 septembre, 2019.
- 2019-140 Règlement de la Ville du Grand Sudbury autorisant l'annulation, la réduction ou le remboursement d'impôt foncier
- Résolution no HC2019-05 du Comité d'audition
- (Ce règlement municipal prévoit des rajustements d'impôt aux termes des articles 357 et 358 de la Loi de 2001 sur les municipalités pour les propriétés admissibles à l'annulation, à la réduction ou au remboursement d'impôts fonciers.)
- 2019-141 Règlement de la Ville du Grand Sudbury autorisant un prêt sans intérêt à l'Association canadienne pour la santé mentale Sudbury/Manitoulin
- Résolution no CC2019-252 du Conseil municipal
- (Ce règlement municipal autorise une contribution pouvant s'élever à 2,2 millions de dollars sous forme d'un prêt sans intérêt à l'ACSM Sudbury/Manitoulin pour assurer l'achèvement avec succès du projet du 200, rue Larch, et de l'emplacement d'un refuge permanent pour sans-abri, et délègue l'autorité d'établir les conditions d'un prêt sans intérêt.)
- 2019-142 Règlement de la Ville du Grand Sudbury autorisant le directeur général des finances, des biens et des véhicules à obtenir un financement par emprunt
- Résolution no FA2019-53 du Comité des finances et de l'administration
- (Ce règlement municipal autorise le directeur général des finances, des biens et des véhicules à emprunter jusqu'à 200 millions de dollars.)
- 2019-143 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 #FA2019-52
- (Ce règlement autorise des subventions financées par l'entremise du fonds de l'initiative communauté en santé pour divers quartiers.)
- 2019-144 Règlement de la Ville du Grand Sudbury autorisant des subventions dans le cadre du Plan d'améliorations communautaires pour les centres-villes
- Résolution no PL2019-107 du Comité de planification
- (Ce règlement municipal autorise des subventions dans le cadre du Plan d'améliorations communautaires pour les centres-villes et autorise le directeur général de la Croissance et de l'Infrastructure à signer les ententes de subventions avec les bénéficiaires des subventions.)

- 2019-145 Règlement de la Ville du Grand Sudbury modifiant le règlement 2018-121 sur la nomination d'officiels de la Ville du Grand Sudbury
- (Ce règlement municipal met à jour certaines nominations pour refléter des changements de personnel.)
- 2019-146 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 #CC2019-13
- (Ce règlement municipal modificatif recommande des modifications à la réglementation de la circulation et du stationnement.)
- 2019-147 Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2019-51 étant un règlement de la Ville du Grand Sudbury concernant les comités du Conseil municipal et les groupes consultatifs
- (This by-law replaces 2019-125 to correct an error.)
- 2019-148 Règlement de la Ville du Grand Sudbury jugeant que les lots 93 et 94 du plan M-70A ne constitue pas un plan de lotissement aux fins de l'article 50 de la Loi sur l'aménagement du territoire
- Résolution du Comité de planification numéro PL2019-105
- (Ce règlement municipal autorise que les lots 93 et 94 sur le plan de lotissement M-70A enregistré soient jugés ne pas être des lots dans un plan de lotissement enregistré.)
- 2019-149 Règlement de la Ville du Grand Sudbury déclarant que certaines terres font partie du réseau routier de la Ville
- (Ce règlement municipal est présenté au Conseil municipal de temps à autre. Il tient compte des petites sections de route qui ont été achetées ou acquises d'une autre façon par la Ville à des fins routières pour déclarer officiellement qu'elles sont des routes.)
- 2019-150 Règlement de la Ville du Grand Sudbury autorisant l'achat d'une partie du 1194, chemin Kingsway, à Sudbury, décrite comme une partie de la parcelle no 02132-0432, étant la partie 1 du plan 53R-21198 à la société McDonald's Restaurants of Canada Limited
- Résolution no PL2019-44 du Comité de planification
- (Ce règlement municipal autorise l'achat de propriétés pour le projet d'amélioration du transport actif sur le Kingsway.)
- 2019-151Z 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 PL2019-83
- (Ce règlement municipal rezone les terres en question « M1(46) » afin d'ajouter un magasin de détail aux utilisations permises dans la zone parente « M1 » sur les terres en question. Le bâtiment existant est censé servir de magasin de détail -

## **MOTIONS DES MEMBRES**

### **Demande de donner à la rue C, à Lively, le nouveau nom de promenade Len Turner**

Motion présentée par le conseiller Vagnini:

Demande de donner à la rue C, à Lively, le nouveau nom de promenade Len Turner

ATTENDU QUE Len Turner a siégé à titre du premier maire de Lively, nommé par la société Inco, de 1956 à 1972;

ATTENDU QUE Len Turner était un des ancêtres qui ont contribué à la croissance de Lively depuis un aménagement de la société Inco jusqu'à la merveilleuse communauté qu'elle est de nos jours;

ATTENDU QUE la rue C était une rue qui existait pendant le mandat de Len Turner au poste de maire;

ATTENDU QUE le service de Len Turner pour sa communauté mérite qu'on donne à la rue C, à Lively, le nouveau nom de promenade Len Turner;

PAR CONSÉQUENT, IL EST RÉSOLU QUE la Ville du Grand Sudbury demande au personnel de présenter un rapport au Comité de planification pour sa considération pendant le deuxième trimestre de 2019 accompagné d'une recommandation de donner à la rue C, à Lively, le nouveau nom de promenade Len Turner.

### **Reddition de comptes du développement économique**

Motion présentée par le maire Bigger:

ATTENDU QUE la Ville du Grand Sudbury a choisi l'attraction d'entreprises, l'investissement dans les entreprises et le développement des entreprises, et la capacité économique et la préparation à l'investissement comme deux de cinq objectifs stratégiques dans l'ébauche de plan stratégique de la Ville;

ATTENDU QUE la Ville du Grand Sudbury désire améliorer la reddition de comptes et la transparence pour les activités et les investissements de développement économique;

ATTENDU QUE le Conseil de la Ville du Grand Sudbury est le mieux placé pour établir les programmes et les politiques en matière de développement économique, pour affecter le personnel et les ressources pour maximiser les chances de succès et pour réagir rapidement aux nouvelles possibilités;

ATTENDU QUE la Ville du Grand Sudbury souhaite demander les commentaires et les suggestions d'importants acteurs dans l'économie de notre communauté et permettre une responsabilité accrue pour les orientations et les mesures de la Ville à l'appui de l'expansion économique;

PAR CONSÉQUENT, IL EST RÉSOLU :

1. QUE la Ville du Grand Sudbury avise la Société de développement communautaire de la Ville du Grand Sudbury de son intention d'assumer l'entière responsabilité de toutes les activités de développement économique et de tous les investissements de développement économique à compter du 1er juillet 2019.

2. QUE la Ville du Grand Sudbury crée le cabinet spécial pour le développement économique du Grand Sudbury pour donner des conseils sur la création d'activité économique et que le personnel élabore un mandat proposé et des projets de règlements municipaux appropriés aux fins de considération par le Conseil municipal lors de sa réunion prévue pour le 13 août 2019.

3. QU'ON demande à la Société de développement communautaire d'adopter les motions et les règlements municipaux nécessaires pour que les membres du Conseil municipal deviennent les membres de la société et le conseil d'administration de la Société de développement.

4. QUE la Ville du Grand Sudbury crée un comité permanent sur le développement économique et que le personnel élabore un mandat proposé et des projets de règlements municipaux appropriés aux fins de considération par le Conseil municipal lors de sa réunion prévue pour le 13 août 2019.

#### **Aménagement de petites et de toutes petites habitations**

Motion présentée par la conseillère municipale McIntosh et le conseiller municipal McCausland:

ATTENDU QUE le plan stratégique municipal 2019-2027 de la Ville du Grand Sudbury choisit le logement comme initiative stratégique, avec un objectif d'expansion des options de logement abordables et atteignables;

ATTENDU QUE le Plan décennal de logement et de lutte contre l'itinérance de la Ville du Grand Sudbury établit comme priorité l'amélioration des options de logement dans l'ensemble du continuum du logement de même que l'amélioration de l'accès au logement et l'abordabilité du logement pour les personnes et les familles à faible revenu;

ATTENDU QUE le Plan officiel de la Ville du Grand Sudbury appuie l'aménagement qui est adapté aux personnes âgées, y compris la création de possibilités de logement plus petites, uniques, partagées et de transition et la création de logements plus abordables; ATTENDU QUE la Ville du Grand Sudbury a pris des mesures par l'entremise de la Stratégie de logement abordable mise à jour, y compris l'adoption d'un Plan d'améliorations communautaires pour le logement abordable et l'instauration de politiques concernant les unités secondaires;

ATTENDU QUE des outils additionnels sont nécessaires pour encourager la création d'options de logement abordable;

ATTENDU QU'IL y a un intérêt croissant pour la création d'options de petites et de toutes petites habitations;



PAR CONSÉQUENT, IL EST RÉSOLU QUE la Ville du Grand Sudbury demande au personnel de la Planification d'évaluer les options visant à encourager l'aménagement de petites et de toutes petites habitations, y compris l'examen des pratiques exemplaires, la création d'un groupe de travail sous l'égide du Groupe consultatif de liaison de développement, et de faire rapport de ses constatations au Comité de planification d'ici le troisième trimestre de 2020 accompagnées d'un cadre de politique recommandé.

## **CORRESPONDANCE À TITRE DE RENSEIGNEMENTS SEULEMENT**

- I-1. Rapport Administrateur en chef, daté du 28 août 2019 portant sur Gouvernance en matière de développement économique.

**127 - 177**

### **(A TITRE D'INFORMATION)**

(Ce rapport donne d'autres renseignements relativement à la motion M-5 de l'ordre du jour de la réunion prévue pour le 25 juin 2019 demandés par le Conseil municipal.)

## **ADDENDA**

## **PÉTITIONS CIVIQUES**

## **PÉRIODE DE QUESTIONS**

## **LEVÉE DE LA SÉANCE**

## Minutes

### City Council Minutes of 6/11/19

Location:	Tom Davies Square - Council Chamber
Commencement:	4:32 PM
Adjournment:	9:44 PM

## His Worship, Mayor Brian Bigger, In the Chair

Present	Councillors McCausland, Jakubo, Sizer, McIntosh, Cormier, Leduc, Landry-Altmann, Mayor Bigger
City Officials	Ed Archer, Chief Administrative Officer; Kevin Fowke, General Manager of Corporate Services; Tony Cecutti, General Manager of Growth and Infrastructure; Ian Wood, Interim General Manager of Community Development; Joseph Nicholls, Interim General Manager of Community Safety; Eric Labelle, City Solicitor and Clerk; Kelly Gravelle, Deputy City Solicitor; Eliza Bennett, Director of Communications and Community Engagement; Melissa Laalo, Acting Manager of Security and By-Law Services; Craig Moxam, By-law Enforcement Officer; Ron Foster, Auditor General; Melissa Zanette, Chief of Staff

### Rules of Procedure

Council agreed by two-thirds majority to receive a presentation from Ms. Anna Johnston regarding noise issues.

Ms. Anna Johnston, Executive Director of Ukrainian Seniors Centre, provided a verbal presentation regarding concerns the centre has with noise and nuisance issues, for information only.

Council agreed to defer Item C/M-1 on the closed session agenda (Court Application for Kingsway Entertainment District) to the next Closed Session of Council.

### Closed Session

The following resolution was presented:

CC2019-175 McCausland/Leduc: THAT the City of Greater Sudbury move to Closed Session to deal with one (1) Solicitor-Client Privilege Matter regarding Supervised Injection Sites in accordance with the Municipal Act, 2001, s. 239(2)(e) and (f).

**CARRIED**

Recess At 5:49 p.m. Council recessed.

Reconvene At 6:22 p.m., Council commenced the Open Session in the Council Chambers

## **His Worship Mayor Brian Bigger, In the Chair**

Present Councillors Signoretti, Montpellier, McCausland, Jakubo, Sizer, McIntosh, Cormier, Leduc, Landry-Altmann, Mayor Bigger

City Officials Ed Archer, Chief Administrative Officer; Tony Cecutti, General Manager of Growth and Infrastructure; Ian Wood, Interim General Manager of Community Development; Ed Stankiewicz, Executive Director of Finance, Assets and Fleet; Eliza Bennett, Director of Communication and Community Engagement; Ron Foster, Auditor General; Melissa Zanette, Chief of Staff; Kelly Gravelle, Deputy City Solicitor; Eric Labelle, City Solicitor and Clerk; Laura Kenyon, Court Clerk/Monitor; Lisa Locken, Clerk's Services Assistant

### **DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**

None declared.

### **Community Delegations**

1 **United Way Centraide North East Ontario**

Karen Hourtovenko, United Way Cabinet Chair and Michael Cullen, Executive Director, United Way Centraide North East Ontario, presented an electronic presentation regarding an overview of the 211 service for information only.

### **Matters Arising from the Closed Session**

Deputy Mayor Landry-Altmann, as Chair of the Closed Session, reported that the Committee met in Closed Session to deal with one (1) Solicitor-Client Privilege Matter regarding Supervised Injection Sites in accordance with the Municipal Act, 2001, s. 239(2)(e) and (f). No resolutions emanated from this meeting.

### **Matters Arising from Audit Committee**

#### **June 4, 2019**

Councillor McIntosh, as Chair of the Audit Committee, reported on the matters arising from the Audit Committee meeting of June 4, 2019.

The following resolution was presented:

CC2019-176 Leduc/McCausland: THAT the City of Greater Sudbury approves the Audit Committee resolution AC2019-06 inclusive from the meeting of June 4, 2019.

**CARRIED**

The following is the Audit Committee resolution.

**2018 Annual Report including Consolidated Financial Statements**

AC2019-06 Kirwan/Jakubo: THAT the City of Greater Sudbury accepts the Consolidated Financial Statements for the City of Greater Sudbury and the City of Greater Sudbury Trust Funds, for the year ended December 31, 2018 as outlined in the report entitled "2018 Annual Report including Consolidated Financial Statements" from the General Manager of Corporate Services, presented at the Audit Committee meeting on June 4, 2019.

**CARRIED**

**Matters Arising From the Planning Committee**

**May 27, 2019**

Councillor Cormier, as Chair of the Planning Committee reported on the matters arising from the Planning Committee meeting of May 27, 2019.

The following resolution was presented:

CC2019-177 McCausland/Leduc: THAT the City of Greater Sudbury approves Planning Committee resolutions PL2019-59 to PL2019-66 and PL2019-68 to PL2019-69 inclusive from the meeting of May 27, 2019.

**CARRIED**

The following are the Planning Committee resolutions:

**Gayl Lalande – Application for Zoning By-law Amendment in order to prevent a split-zoning, Red Deer Lake Road North, Wahnapiatae**

PL2019-59 Kirwan/Cormier: THAT the City of Greater Sudbury approves the application by Gayl Lalande to amend Zoning By-law 2010-100Z by changing the zoning classification on a portion of the subject lands from "RU", Rural to "RS", Rural Shoreline on those lands described as PIN 73480-0340, Part 1, 53R-19338, Lots 1 & 2, Concession 5, Township of Cleland, as outlined in the report entitled "Gayl Lalande" from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on May 27, 2019, subject to the following conditions:

1. That the owner provide the Development Approvals Section with a registered survey plan delineating the lands to be rezoned to the satisfaction of the Director of Planning Services; and, M=
2. That conditional approval shall lapse on June 11, 2021 unless Condition #1 above has been met or an extension has been granted by Council.

**CARRIED**

**Ghislain Bouchard & Chris Lamarche – Application for Zoning By-law Amendment in order to**

**recognize two existing basement residential dwelling units within an existing semi-detached dwelling, 138-140 Albany Street, Sudbury**

PL2019-60 McCausland/Cormier: THAT the City of Greater Sudbury approves the application by Ghislain Bouchard & Chris Lamarche to amend Zoning By-law 2010-100Z by changing the zoning classification on the subject lands from “R2-2”, Low Density Residential Two to “R2-2(S)”, Low Density Residential Two Special on those lands described as PIN 02128-0454, Lot 26, Plan M-539, Part 2, Plan 53R-16301, Lot 6, Concession 4, Township of McKim, as outlined in the report entitled “Ghislain Bouchard & Chris Lamarche” from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on May 27, 2019, subject to the following conditions:

1. That prior to the passing of an amending zoning by-law the owner apply for a building permit for the two basement residential dwelling units to the satisfaction of the Chief Building Official;
2. That prior to passing an amending zoning by-law the existing carport is to be removed entirely to the satisfaction of the Chief Building Official and the Director of Planning Services;
3. That prior to passing an amending zoning by-law the owner submit to the Development Approvals Section a parking plan depicting four functional parking spaces to the satisfaction of the Director of Planning Services;
4. That the amending zoning by-law contain the following site-specific provisions:
  - a. That the only permitted use of the lands be a semi-detached dwelling with each half of the semi-detached dwelling being permitted one basement residential dwelling unit;
  - b. That a minimum of 3 parking spaces be provided in the rear yard and a minimum of 1 parking space be provided in the required front yard;
  - c. That any further and appropriate relief that is required to accommodate the required parking spaces be provided for; and,
  - d. That a minimum of 50% landscaped open space be provided in the existing front yard.
5. That conditional approval shall lapse on June 11, 2021 unless Conditions #2 and #3 above has been met or an extension has been granted by Council.
6. THAT conditional approval shall lapse on November 27, 2019 unless condition #1 above has been met or an extension has been granted by Council.

**CARRIED**

**Timestone Corporation – Application for Rezoning in order to permit a three-storey long-term care facility to accommodate 192 persons, Nottingham Avenue, Sudbury**

PL2019-61 Cormier/Kirwan: THAT the City of Greater Sudbury approves the application by Timestone Corporation to amend Zoning By-law 2010-100Z by changing the zoning classification from "FD", Future Development to “HI(S)”, Holding Institutional Special on lands described as Part of PINs 73576-0138 & 73576-0116, Part of Parcels 1545 & 4851 S.E.S., in Lot 10, Concession 3, Township of Neelon, as outlined in the report entitled “Timestone Corporation” from the General Manager of Growth and Infrastructure,

presented at the Planning Committee meeting on May 27, 2019, subject to the following conditions:

1. That the owner provide the Development Approvals Section with a final plan of survey in order to enact the amending by-law; 2. That the amending by-law include the following site-specific provisions:

a) The only permitted uses shall be a long-term care facility containing a maximum of 192 beds along with accessory uses that are directly related to the primary use being that of a long-term care facility;

b) The maximum building height shall be three (3) storeys;

c) The minimum lot frontage shall be 28 metres;

d) A Holding symbol which shall not be removed by the Council of the City of Greater Sudbury until the following conditions have been addressed to the satisfaction of the General Manager of Growth and Infrastructure:

i) Municipal water and sanitary services are available to service the development;

ii) Public road frontage exists for the lands subject to the Holding symbol.

Until such time as the H symbol has been removed, the only permitted uses shall be those legally existing on the date that the amending by-law comes into effect.

3. That the owner install a fence along the southerly limit of Block H, Plan M-1003 (Dorsett Tot Lot) to the satisfaction of the Director of Leisure Services, to be implemented as part of the Site Plan Control Agreement;

4. Conditional approval shall lapse on June 11, 2021 unless Condition 1 above has been met or an extension has been granted by Council.

**CARRIED**

**Richard Denis Toulouse, Albona Investments Inc. & City of Greater Sudbury – Applications for Official Plan Amendment and Rezoning in order to permit the expansion of a recreation vehicle sales and service establishment onto abutting lands, Falconbridge Highway, Garson**

Resolution regarding Official Plan Amendment:

PL2019-62 Cormier/Kirwan: THAT the City of Greater Sudbury approves the application by Richard Denis Toulouse, Albona Investments Inc. & City of Greater Sudbury to amend the City of Greater Sudbury Official Plan by changing the land use designation from Parks and Open Space to Mixed Use Commercial on lands described as Part of PINs 73496-0049 & 73496-0447, Part of Parcel 48460 S.E.S., in Lots 8 & 9, Concession 1, Township of Garson, as outlined in the report entitled “Richard Denis Toulouse, Albona Investments Inc. & City of Greater Sudbury” from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on May 27, 2019, subject to the following condition:

1. That the Official Plan Amendment be enacted concurrently with the zoning amendment;

2. Conditional approval shall lapse on June 11, 2021 unless Condition 1 above has been met or an

extension has been granted by Council.

#### Resolution regarding Rezoning

PL2019-63 Kirwan/Sizer: THAT the City of Greater Sudbury approves the application by Richard Denis Toulouse, Albona Investments Inc. & City of Greater Sudbury to amend Zoning By law 2010 100Z by changing the zoning classification from "M1(5)", Mixed Light Industrial/Service Commercial Special and "OSP", Open Space Private to a revised "M1(5)", Mixed Light Industrial/Service Commercial Special on lands described as PIN 73496-0449, Part of PINs 73496-0049 & 73496-0447, Part of Parcel 48460 S.E.S., in Lots 8 & 9, Concession 1, Township of Garson, as outlined in the report entitled "Richard Denis Toulouse, Albona Investments Inc. & City of Greater Sudbury" from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on May 27, 2019, subject to the following conditions:

1. That prior to the adoption of the amending by-law, the owner shall address the following conditions:

i) Provide the Development Approvals Section with a registered survey plan outlining the lands to be rezoned to enable the preparation of an amending zoning by-law;

ii) Remove the fabric-covered shelter to the satisfaction of the Chief Building Official; and, iii) Enter into a Site Plan Control Agreement with the City.

2. That the amending by-law includes the following site-specific provision:

i) The minimum front yard setback shall be 9 metres;

3. Conditional approval shall lapse on June 11, 2021 unless Condition 1 above has been met or an extension has been granted by Council.

**CARRIED**

#### Sale of Vacant land – Belisle Drive, Val Caron

PL2019-64 Kirwan/Cormier: THAT the City of Greater Sudbury authorizes the sale of vacant land east of Belisle Drive, Val Caron, in the Valley East Industrial Park, legally described as part of PIN 73501-2145(LT), being Parts 4, 5 and 6, Plan 53R-19366, Township of Blezard, City of Greater Sudbury;

AND THAT a by-law be prepared to authorize the sale and the execution of the documents required to complete the real estate transaction;

AND THAT the net proceeds of the sales be credited to the Industrial Reserve Fund.

**CARRIED**

#### Sale of Unopened Lane – South of Vermillion Lake Road, Chelmsford

PL2019-65 Kirwan/Cormier: THAT the City of Greater Sudbury authorizes the sale of a portion of the unopened lane, south of Vermillion Lake Road, Chelmsford, legally described as part of PIN 73367-0378(LT), Township of Fairbank;

AND THAT a by-law be presented authorizing the sale and the execution of the documents required to

complete the real estate transaction;

AND THAT the net proceeds of the sale are credited to the Land Acquisition Fund.

**CARRIED**

**Purchase of Land – Barry Downe Road, Sudbury**

PL2019-66 Kirwan/Sizer: THAT the City of Greater Sudbury authorizes the purchase of land and the acquisition of an easement over parts of 493 Barry Downe Road, Sudbury, legally described as part of PIN 02132- 0404(LT), being Parts 6, 7 and 8, Plan 53R-20566, Township of McKim, City of Greater Sudbury;

AND THAT a by-law be prepared to authorize the purchase and the execution of the documents required to complete the real estate transaction;

AND THAT the acquisition be funded from the Road Projects - Property Acquisitions account.

**CARRIED**

**Wayne & Carrie-Ann Maclean – Request to Extend a Conditional Approval on a Rezoning Application, 2687 Highway #144, Chelmsford**

PL2019-68 Kirwan/Sizer: THAT the City of Greater Sudbury approves the application by Wayne and Carrie-Ann MacLean to extend the approval of a Zoning By-law Amendment Application, File # 751-5/15-10, on those lands described as PIN 73350-0102, Parcel 16989 SWS, Lot 6, Concession 2, Township of Broder, for a period of one year until April 25, 2020, as outlined in the report entitled “Wayne & Carrie-Ann MacLean” from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on May 27, 2019.

**CARRIED**

**Kathy Crites – Rezoning File 751-7/18-5, 4382 Notre Dame Avenue, Hanmer**

PL2019-69 Sizer/Kirwan: THAT Planning Committee Resolution PL2019-04 pertaining to Rezoning File 751-7/18-5 be amended as follows:

i) That Clause vi) of Paragraph b) be amended to indicate a minimum 220 m<sup>2</sup> of lot area per unit; and,

ii) THAT in accordance with Subsection 34(17) of the Planning Act, no further notice is to be given with respect to the change to the proposed by-law.

**CARRIED**

**Adopting, Approving or Receiving Items in the Consent Agenda**

The following resolution was presented:

CC2019-178 Leduc/McCausland: THAT the City of Greater Sudbury approves Consent Agenda Items C-1 to C-6 inclusive.

**CARRIED**



The following are the Consent Agenda Items:

### **Minutes**

- C-1 CC2019-179 Leduc/McCausland: THAT the City of Greater Sudbury adopts the Special City Council meeting minutes of May 2, 2019.  
**CARRIED**
- C-2 CC2019-180 Leduc/McCausland: THAT the City of Greater Sudbury adopts the Finance and Administration Committee meeting minutes of May 2, 2019.  
**CARRIED**
- C-3 C22019-181 McCausland/Leduc: THAT the City of Greater Sudbury adopts the Planning Committee meeting minutes of May 6, 2019.  
**CARRIED**
- C-4 CC2019-182 Leduc/McCausland: THAT the city of Greater Sudbury adopts the Special City Council meeting minutes of May 7, 2019.  
**CARRIED**
- C-5 CC2019-183 McCausland/Leduc: THAT the City of Greater Sudbury adopts the City Council meeting minutes of May 7, 2019.  
**CARRIED**

### **Routine Management Reports**

- C-6 CC2019-184 Leduc/McCausland: THAT the City of Greater Sudbury approves the recommendations outlined in the report entitled "Community Housing Renewal Strategy" from the Interim General Manager of Community Development, presented at the City Council meeting on June 11, 2019.  
**CARRIED**

### **Referred & Deferred Matters**

- R-1 Development Charges By-law

Report dated May 29, 2019 from the General Manager of Corporate Services regarding Development Charges By-law.

The following resolution was presented:

Resolution #1:

CC2019-185 Jakubo/McIntosh: THAT the City of Greater Sudbury Development Charges Background Study dated March 28, 2019 prepared by Hemson Consulting Ltd be approved under Section 10 of the Development Charges Act, 1997;

AND THAT City of Greater Sudbury determine that no further public meeting is required, pursuant to Section 12 of the Development Charges Act, 1997;

AND THAT City of Greater Sudbury considered area specific development charges and approved city-wide development charges.

**CARRIED**

The following resolution was presented:

**Resolution #2:**

THAT City of Greater Sudbury approves the development charge calculated rates from the 2019 Development Charges Background Study as outlined in the report entitled "Development Charges By-law", from the General Manager of Corporate Services, presented at the City Council meeting on June 11, 2019.

**Potential Amendment 1 to Resolution #2**

THAT the resolution be amended to provide that the residential rates be reduced by 50% and frozen for the full five years with no annual inflation.

**Potential Amendment 2 to Resolution #2**

THAT the resolution be amended to provide that the industrial, commercial and institutional (ICI) rates be reduced by 50%.

**Potential Amendment 3 to Resolution #2**

THAT the resolution be amended to provide that the multi-unit building (apartments/multiples only) rates be reduced by 25%.

**Potential Amendment 4 to Resolution #2**

THAT the resolution be amended to provide that the multi-unit building (apartments/multiples only) rates be reduced by 50%.

**Potential Amendment 5 to Resolution #2**

THAT the resolution be amended to provide that the development charge rates for long term care homes (both profit and non-profit) be reduced by 50%.

**Potential Amendment 6 to Resolution #2**

THAT the resolution be amended to provide that the development charge rates for smaller residential units (single and semi-detached dwellings) that are less than 1,000 square feet in size be the rate for multiple dwelling units.

**Potential Amendment 7 to Resolution #2**

THAT the resolution be amended to provide for the expansion of designated exempt areas to include nodes and corridors with 100m set back from the corridors.

**Rules of Procedure**

Councillor Landry-Altmann presented the following amendment:

CC2019-186A1 Landry-Altmann/Leduc: THAT amendment 1 be amended to replace the five year freeze of residential rates to three years.

**LOST**

**Rules of Procedure**

Councillor Cormier presented the following amendment:

CC2019-186A2 Cormier/Leduc: THAT amendment 1 be amended to reflect a reduction of 35% and the removal of wording that provides "and frozen for the full five years with no annual

inflation."

**CARRIED**

The following resolution was presented:

Amendment 1 to Resolution #2

Councillor Cormier presented the following amendment:

CC2019-186A3 Cormier/McCausland: THAT the resolution be amended to provide that the residential rates be reduced by 35%.

**LOST**

The following resolution was presented:

Amendment 2 to Resolution #2

CC2019-186A4 Jakubo/Cormier: THAT the resolution be amended to provide that the industrial, commercial and institutional (ICI) rates be reduced by 50%.

**CARRIED**

The following resolution was presented:

Amendment 3 to Resolution #2

CC2019-186A5 Cormier/Jakubo: THAT the resolution be amended to provide that the multi-unit building (apartments/multiples only) rates be reduced by 25%.

**DEFEATED**

The following resolution was presented:

Amendment 4 to Resolution #2

CC2019-186A6 Cormier/Jakubo: THAT the resolution be amended to provide that the multi-unit building (apartments/multiples only) rates be reduced by 50%.

**LOST**

Amendment 5 to Resolution #5

This resolution was pulled and not voted on.

The following resolution was presented:

Amendment 6 to Resolution #2

CC2019-186A7 Jakubo/McIntosh: THAT the resolution be amended to provide that the development charge rates for smaller residential units

(single and semi-detached dwellings) that are less than 1,000 square feet in size be the rate for multiple dwelling units.)

**CARRIED**

Amendment 7 to Resolution #2

CC2019-186A8 McCausland/Montpellier: THAT the motion be amended to replace the words "for the expansion of Designated Exempt Areas to include" with "that the multi-unit residential rates be reduced by 25% along."

**CARRIED**

### Rules of Procedure

CC2019-186A9 Jakubo/Cormier: THAT the amendment be amended to replace 25% with 50%.

**CARRIED**

### Rules of Procedure

Councillor Sizer presented the following amendment:

CC2019-186A10 Sizer/Jakubo: THAT the amendment be amended to provide that multi-unit residential be as defined in the City's Zoning By-law.

**CARRIED**

The resolution as amended was presented:

CC2019-186A11 McCausland/Jakubo: THAT the resolution be amended to provide that the multi-unit residential rates as defined in the City's Zoning By-law be reduced by 50% along nodes and corridors with 100 m set back from the corridors.

**CARRIED**

The following resolution was presented:

Amendment 8 to resolution #2

#### Option 1

CC2019-186A12 Cormier/Leduc: THAT the resolution be amended to provide that the draft development charge by-law be updated to remove the provision repealing by-law 2014-151 and that the City continue to collect development charges at the rates in by-law 2014-151 for discounted services being General Government, Library, Parks and Recreation and Emergency Preparedness until the prescribed date under the regulations not yet released or until the City passes a by-law for community benefits under the Planning Act.

**DEFEATED**

The following resolution was presented:

Amendment 8 to resolution #2

#### Option 2

CC2019-186A13 Cormier/Leduc: THAT the resolution be amended to provide that the draft development charge by-law be updated to remove the provision repealing by-law 2014-151 and that the City continue to collect development charges at the rates in the 2019 development charge background study for discounted services being General Government, Library, Parks and Recreation and Emergency Preparedness until the prescribed date under the regulations not yet released or until the City passes a by-law for community benefits under the Planning Act.

**CARRIED**

The resolution as amended was presented:

CC2019-186 Jakubo/McIntosh: THAT the City of Greater Sudbury approves the development charge calculated rates from the 2019 Development Charges Background Study as outlined in the report entitled "Development Charges By-law", from the General Manager of Corporate Services, presented at the City Council meeting on June 11, 2019 subject to the following

amendments:

AND THAT the resolution be amended to provide that the industrial, commercial and institutional (ICI) rates be reduced by 50%;

AND THAT the resolution be amended to provide that the development charge rates for smaller residential units (single and semi-detached dwellings) that are less than 1,000 square feet in size be the rate for multiple dwelling units;

AND THAT the resolution be amended to provide that the multi-unit residential, as defined in the the City's Zoning By-law, rates be reduced by 50% along nodes and corridors with 100 m set back from the corridors;

AND THAT the resolution be amended to provide that the draft development charge by-law be updated to remove the provision repealing by-law 2014-151 and that the City continue to collect development charges at the rates in the 2019 development charge background study for discounted services being General Government, Library, Parks and Recreation and Emergency Preparedness until the prescribed date under the regulations not yet released or until the City passes a by-law for community benefits under the Planning Act.

**CARRIED**

The following resolution was presented:

Resolution #3:

CC2019-187 McIntosh/Jakubo: THAT the City of Greater Sudbury directs staff to present a by-law in the form attached as Appendix D as may be amended by Council decisions under the report entitled "Development Charges By-law", from the General Manager of Corporate Services, presented at the City Council meeting on June 11, 2019.

**CARRIED**

The following resolution was presented:

Resolution #4:

CC2019-188 Jakubo/McIntosh: THAT the City of Greater Sudbury directs staff to present a by-law repealing By-Law 2015-241 "Deferral of Payment of Development Charges for Certain Residential Development".

**CARRIED**

#### Recess

At 8:39 p.m. Council recessed.

#### Reconvene

At 8:53 p.m. Council reconvened.

#### R-2 Federal Gas Tax Additional Funding

Report dated May 29, 2019 from the General Manager of Growth and Infrastructure regarding Federal Gas Tax Additional Funding.

The following resolution was presented:

CC2019-189 Cormier/McIntosh: That the City of Greater Sudbury approves the recommended

allocation of the additional Federal Gas Tax funding of \$10,209,759.96 and the allocation of \$800,000 from the Capital Financing Reserve Fund - Water as outlined in the report titled "Federal Gas Tax Additional Funding" from the General Manager of Growth and Infrastructure presented to City Council on June 11, 2019.

**CARRIED**

## **By-Laws**

The following resolution was presented:

CC2019-190 Cormier/McIntosh: THAT the City of Greater Sudbury read and pass By-law 2019-93 to and including By-law 2019-98Z.

**CARRIED**

The following are the By-laws:

- 2019-93     A By-law of the City of Greater Sudbury to Confirm the Proceedings of Council at its Meetings of June 11th, 2019
  
- 2019-94     A By-law of the City of Greater Sudbury to Adopt a Recreation Program Accommodation Policy  
Community Services Resolution #CS2019-10  
(This by-law adopts the Recreational Program Accommodation Policy.)
  
- 2019-95     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 #FA2019-39  
(This by-law authorizes grants funded through the Healthy Community Initiative Fund for various Wards.)
  
- 2019-96     A By-law of the City of Greater Sudbury to Amend By-law 2019-24 being a By-law to Establish Miscellaneous User Fees for Certain Services provided by the City of Greater Sudbury  
Finance and Administration Committee Resolution #FA2019-15A7  
(This by-law amends Transit fees as approved during the 2019 budget process.)
  
- 2019-97Z    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 #PL2019-04  
(This by-law rezones the subject property to "R2-2(38)", Low Density Residential Two Special in order to recognize an existing triplex dwelling – Kathy Crites - 4382 Notre Dame Avenue, Hanmer.)

- 2019-98Z 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 #PL2014-215  
(This by-law rezones the subject lands to "R1-5(19)", Low Density Residential One Special in order to facilitate the conversion of a former place of worship building to a single-detached residential dwelling - Julie Ouellette - 10 Mary Avenue, Naughton.)

## **Members' Motions**

### **M-1 Roads Construction And Maintenance Review**

#### **Motion for Deferral**

Councillor Signoretti moved to defer this item to September in order to gather more information.

**DEFERRED**

### **M-2 Expression of Interest for Parking Structures**

The following resolution was presented:

CC2019-192 Cormier/McIntosh: WHEREAS the City has directed that several large projects proceed in the Downtown, namely the Place Des Arts and the Junction, which are anticipated to reduce the overall parking supply by at least 200 parking spaces;

AND WHEREAS Council has directed that alternatives to the former Sudbury Community Arena site be assessed for the Junction project that may further reduce parking supply, especially in the south district of the downtown;

AND WHEREAS there are few suitable properties to increase parking supply within a reasonably walkable radius of these large projects;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury prepare and issue an expression of interest for parking structure (s) on suitable locations in the core area of the downtown (being those properties within the boundary of the CP railway to the south and west, Paris Street to the east and Elm St. to the North) that would allow for an increase in parking supply of at least 200 spaces.

**CARRIED**

### **M-3 Request to Rename C Street in Lively to Len Turner Drive**

#### **Motion for Deferral**

Councillor Signoretti moved to defer this item to the June 25, 2019 City Council meeting in order to Councillor Vagnini to be present.

**DEFERRED**

## **Rules of Procedure**

Councillor Cormier presented a Motion regarding a request to extend the maximum allowable on-street parking time in parking meter zones in the downtown, and asked that the notice be waived.

**WAIVED BY TWO-THIRDS MAJORITY**

The following resolution was presented:

CC2019-193 Cormier/McIntosh: WHEREAS By-law 2010-1, being a By-law to Regulate Traffic and Parking in the City of Greater Sudbury currently limits maximum allowable parking times for on-street parking in parking meter zones to 120 minutes (2 hours) in the downtown core, except for certain sections of Elm Street;

AND WHEREAS the City of Greater Sudbury wishes to extend the maximum allowable on-street parking time in parking meter zones in the downtown core to 180 minutes (3 hours), except for certain sections of Elm Street, to coincide with the launch of the pay-by-plate parking technology scheduled for the week of June 24th 2019;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury direct staff to present a by-law at the June 25<sup>th</sup> 2019 Council meeting to amend By-law 2010-1, as amended, to extend the maximum allowable on-street parking time in parking meter zones in the downtown core to 180 minutes (3 hours), except for the maximums applicable to those sections of Elm Street which currently allow a maximum of 60 minutes, together with any applicable housekeeping amendments.

**CARRIED**

#### Rules of Procedure

Mayor Bigger presented a Motion in regards to Economic Development Accountability, which will be presented at the next City Council meeting.

#### Correspondence for Information Only

I-1 Water/Wastewater Complaint and Adjustment Process

Report dated May 22, 2019 from the General Manager of Growth and Infrastructure regarding Water/Wastewater Complaint and Adjustment Process.

For Information Only.

#### Addendum

No addendum was presented.

#### Civic Petitions

No Civic Petitions were submitted.

#### Question Period

No Questions were asked.

#### Adjournment

Cormier/McIntosh: THAT this meeting does now adjourn. Time: 9:44 p.m.

**CARRIED**

---

Mayor Brian Bigger, Chair

---

Eric Labelle, City Solicitor and Clerk



## Minutes

### City Council Minutes of 6/25/19

Location:	Tom Davies Square - Council Chamber
Commencement:	4:07 PM
Adjournment:	9:10 PM

## His Worship, Mayor Brian Bigger, In the Chair

Present	Councillors Signoretti [D 5:32 p.m.], Vagnini [A 4:18 p.m.] [D 5:08 p.m.], Montpellier [D 4:48 p.m.], McCausland, Kirwan, Lapierre [D 4:48 p.m.], Jakubo, Sizer, McIntosh, Cormier [D 4:48 p.m.] [A 4:54 p.m.], Leduc [D 5:38 p.m.], Landry-Altman, Mayor Bigger
City Officials	Ed Archer, Chief Administrative Officer; Kevin Fowke, General Manager of Corporate Services; Tony Cecutti, General Manager of Growth and Infrastructure Services; Ian Wood, Interim General Manager of Community Development; Eric Labelle, City Solicitor and Clerk; Kelly Gravelle, Deputy City Solicitor; Joanne Kelly, Director of Human Resources and Organizational Development; Randy Halverson, Director of Linear Infrastructure Services [A 4:48 p.m.]; Mike Jensen, Director of Water/Wastewater and Compliance [A 4:48 p.m.]; Paul Kadwell, Deputy Chief of Paramedic Operations [A 4:48 p.m.]; Bruno Lafortune, Manager of Transit Operations [A 4:48 p.m.]; Maria Saari, Human Resources Business Partner [A 4:48 p.m.]; Gabrielle Servais, Human Resources Business Partner [A 4:48 p.m.]; Erin Thompson, Human Resources Business Partner [A 4:48 p.m.]; Lisa Lenz, Coordinator of Budgets [A 4:48 p.m.]; Ron Foster, Auditor General; Melissa Zanette, Chief of Staff
Closed Session	<p>The following resolution was presented:</p> <p>CC2019-194 Sizer/McIntosh: THAT the City of Greater Sudbury move to Closed Session to deal with one (1) Litigation or Potential Litigation / Solicitor-Client Privilege Matter regarding a Court Application for the Kingsway Entertainment District and one (1) Labour Relations or Employee Negotiations Matters regarding negotiations with CUPE in accordance with the Municipal Act, 2001, s. 239(2)(c), (d), (e) and (f).</p> <p><b>CARRIED</b></p> <p>Council moved into closed session at 4:09 p.m.</p>
Recess	At 5:39 p.m. Council recessed.
Reconvene	At 6:10 p.m., Council commenced the Open Session in the Council Chambers

## **His Worship Mayor Brian Bigger, In the Chair**

Present	Councillors Signoretti, Vagnini, Montpellier, McCausland, Kirwan, Lapierre, Jakubo, Sizer, McIntosh, Cormier, Leduc, Landry-Altmann, Mayor Bigger
City Officials	Ed Archer, Chief Administrative Officer; Kevin Fowke, General Manager of Corporate Services; Tony Cecutti, General Manager of Growth and Infrastructure; Ian Wood, Interim General Manager of Community Development; Ed Stankiewicz, Executive Director of Finance, Assets and Fleet; Ron Foster, Auditor General; Melissa Zanette, Chief of Staff; Joseph Nicholls, Interim General Manager of Community Safety; Kelly Gravelle, Deputy City Solicitor; Marie Litalien, Manager of Communications and French Services; Mike Jensen, Director of Water/Wastewater Treatment and Compliance; Eric Labelle, City Solicitor and Clerk; Christine Hodgins, Legislative Compliance Coordinator; Melissa Lamontagne, Clerk's Services Assistant; Renée Stewart, Clerk's Services Assistant

### **DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**

Councillor Lapierre declared a conflict regarding Item C/M-2.

### **Community Delegations**

#### **1 Human League Breakfast Club**

Christian Howald, President for the Human League Association, provided an electronic presentation regarding the Human League Breakfast Club for information only.

### **Matters Arising from the Closed Session**

Deputy Mayor, Landry-Altmann as Chair of the Closed Session, reported that the Committee met in Closed Session to deal with one (1) Litigation or Potential Litigation / Solicitor-Client Privilege Matter regarding a Court Application for the Kingsway Entertainment District and one (1) Labour Relations or Employee Negotiations Matters regarding negotiations with CUPE in accordance with the Municipal Act, 2001, s. 239(2)(c), (d), (e) and (f). No resolutions emanated from this meeting.

### **Matters Arising from Emergency Services Committee**

#### **June 5, 2019**

Councillor Montpellier, as Chair of the Emergency Services Committee, reported on the matters arising from the Emergency Services Committee meeting of June 5, 2019.

The following resolution was presented:

CC2019-195 McIntosh/Sizer: THAT the City of Greater Sudbury approves Emergency Services Committee resolution ES2019-05 from the meeting of June 5, 2019.

**CARRIED**

The following is the Emergency Services Committee resolution:

**Fire Services Response Protocols Related To Motor Vehicle Collisions**

ES2019-05 Montpellier/Vagnini: WHEREAS the Greater Sudbury Fire Services respond to calls to protect the public and mitigate the effects of emergency situations which include fire suppression, medical response, technical rescue and hazardous materials;

AND WHEREAS the public sometimes questions the necessity of the Fire Services' presence at motor vehicle collisions across the City of Greater Sudbury;

AND WHEREAS Council for the City of Greater Sudbury deems it worthwhile to educate the public and be educated about Greater Sudbury Fire Services response protocols;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury direct the Fire Chief I General Manager of Community Safety to present a report to the Emergency Services Committee at its August, 2019 meeting which provides information about the Greater Sudbury Fire Services response protocols related to motor vehicle collisions.

**CARRIED**

**Matters Arising from Hearing Committee**

**June 5, 2019**

Councillor Leduc, as Vice-Chair of the Hearing Committee, reported on the matters arising from the Hearing Committee meeting of June 5, 2019.

The following resolution was presented:

CC2019-196 Sizer/McIntosh: THAT the City of Greater Sudbury approves Hearing Committee resolution HC2019-04 from the meeting of June 5, 2019.

**CARRIED**

The following is the Hearing Committee resolution:

**Cancellation, Reduction or Refund of Taxes under Sections 357 and 358 of the Municipal Act, 2001**

HC2019-04 Cormier/Vagnini: THAT taxes totaling approximately \$23,187.50 be adjusted under Section 357 and 358 of the Municipal Act, 2001, of which the City's (municipal) portion is estimated to be \$20,436.71, as outlined in the report entitled "Cancellation, Reduction or Refund of Taxes under Section 357 and 358 of the Municipal Act, 2001" from the General Manager of Corporate Services, presented at the Hearing Committee meeting on June 5, 2019;

AND THAT the associated interest be cancelled in proportion to the tax adjustments;

AND THAT the Manager of Taxation be directed to adjust the Collector's Roll accordingly;  
AND THAT staff be authorized and directed to do all things necessary to give effect to this resolution.

**CARRIED**

## **Matters Arising from Finance and Administration Committee**

**June 4, 2019**

Councillor Jakubo, as Chair of the Finance and Administration Committee, reported on the matters arising from the Finance and Administration Committee meeting of June 4, 2019

The following resolution was presented:

CC2019-197 McIntosh/Sizer: THAT the City of Greater Sudbury approves the Finance and Administration Committee resolutions FA2019-43 to FA2019-46 inclusive from the meeting of June 4, 2019.

**CARRIED**

The following are the Finance and Administration Committee resolutions:

### **Healthy Community Initiative Fund Applications**

FA2019-43 Cormier/Kirwan: THAT the City of Greater Sudbury approves the Healthy Community Initiative Fund requests, as outlined in the report entitled "Healthy Community Initiative Fund Applications", from the General Manager of Community Development, presented at the Finance and Administration Committee meeting on June 4, 2019;

AND THAT any necessary by-laws be prepared.

**CARRIED**

### **Sudbury Indoor Tennis Centre Request for Tax Relief**

FA2019-44 Kirwan/Bigger: THAT the City of Greater Sudbury upholds the terms of the lease agreement, not to provide tax relief, as outlined in the report titled "Sudbury Indoor Tennis Centre Request for Tax Relief from the Interim General Manager of Community Development, presented at the Finance and Administration Committee meeting on June 4, 2019.

**DEFEATED**

FA2019-45 Bigger/Cormier: THAT the City of Greater Sudbury approves Alternative 4 as outlined in the report entitled "Sudbury Indoor Tennis Centre Request for Tax Relief", from the Interim General Manager of Community Development, presented at the Finance and Administration Committee meeting on June 4, 2019;

AND THAT staff work with the Sudbury Indoor Tennis Club to:

1. Create a program to increase membership
2. Develop an accessible, community program for our vulnerable population of limited financial needs as part of their policies, and that the club be required to come back in one (1) year with an update to the Community Services Committee for review.

**CARRIED**

### **Water Wastewater Services Financial Plan**

FA2019-46 Cormier/Kirwan: THAT the City of Greater Sudbury approves the Water and Wastewater Long-Range Financial Plan in compliance with Ontario Regulation 453/07, as outlined in the report entitled "Water Wastewater Services Financial Plan", from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on June 4, 2019; which indicates that the City of Greater Sudbury drinking water and

wastewater system is financially viable;

AND THAT staff submit the Water and Wastewater Long-Range Financial Plan to the province on or before expiry of the current licence.

**CARRIED**

### **Matters Arising from Operations Committee**

#### **June 3, 2019**

Councillor McIntosh, as Chair of the Operations Committee, reported on the matters arising from the Operations Committee meeting of June 3, 2019.

The following resolution was presented:

CC2019-198 Sizer/McIntosh: THAT the City of Greater Sudbury approves Operations Committee resolution OP2019-08 to OP2019-10 inclusive from the meeting of June 3, 2019.

#### **Rules of Procedure**

Councillor Sizer requested that resolution OP2019-10 be pulled and dealt with separately.

The following resolution was presented:

OP2019-198 Sizer/McIntosh: THAT the City of Greater Sudbury approves Operations Committee resolution OP2019-08 to OP2019-09 inclusive from the meeting of June 3, 2019.

**CARRIED**

The following are the Operations Committee resolutions:

#### **Traffic Calming - 2019 Ranking**

Resolution 1:

OP2019-08 Cormier/McCausland: THAT the City of Greater Sudbury approves the 2019 ranking list for traffic calming eligible roadways as outlined in the report entitled "Traffic Calming - 2019 Ranking".

AND THAT the City of Greater Sudbury initiates the public support component for the traffic calming process based on the ranking order.

AND THAT the City of Greater Sudbury provides the results of the associated traffic studies to the Greater Sudbury Police Services, and requests increased enforcement on roadways identified with speeding concerns as outlined in the report entitled "Traffic Calming - 2019 Ranking", from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on June 3, 2019.

**CARRIED**

Resolution 2:

OP2019-09 McCausland/Cormier: THAT the City of Greater Sudbury amends the traffic calming policy by lowering the required minimum response rate to advance a traffic calming project to have a traffic calming plan developed to 25% as outlined in the report entitled "Traffic Calming - 2019 Ranking", from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on June 3, 2019.

**DEFEATED**

*OP2019-10 was dealt with separately.*

### **Traffic Calming - 2019 Ranking (OP2019-10)**

The following resolution was presented:

CC2019-199 Cormier/McCausland: THAT the City of Greater Sudbury initiates a two year pilot project to install temporary traffic calming measures on the top two streets (Riverside Drive and Michelle Drive) identified in the 2019 traffic calming ranking as outlined in the report entitled "Traffic Calming - 2019 Ranking", from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on June 3, 2019.

### **Rules of Procedure**

Councillor Sizer presented the following amendment:

CC2019-199A Sizer/McIntosh: THAT resolution OP2019-10 be amended to include Auger Avenue.

**CARRIED**

The resolution as amended was presented:

CC2019-199 Cormier/McCausland: THAT the City of Greater Sudbury initiates a two year pilot project to install temporary traffic calming measures on the top three streets (Riverside Drive, Michelle Drive and Auger Avenue) identified in the 2019 traffic calming ranking as outlined in the report entitled "Traffic Calming - 2019 Ranking", from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on June 3, 2019.

**CARRIED**

## **Matters Arising From the Planning Committee**

### **June 10, 2019**

Councillor Cormier, as Chair of the Planning Committee, reported on the matters arising from the Planning Committee meeting of Jun 10, 2019.

The following resolution was presented:

CC2019-200 McIntosh/Sizer: THAT the City of Greater Sudbury approves Planning Committee resolution PL2019-71 to PL2019-75 and PL2019-77 to PL2019-78 inclusive from the meeting of June 10, 2019.

**CARRIED**

The following are the Planning Committee resolutions:

### **Denis Portelance – Application for Zoning By-law Amendment in order to prevent a split-zoning, 680 Pine Cone Road, Skead**

PL2019-71 Sizer/McCausland: THAT the City of Greater Sudbury approves the application by Denis Portelance to amend Zoning By-law 2010-100Z by changing the zoning classification on a portion of the subject lands from "SLS", Seasonal Limited Service to "R1-1", Low Density Residential One on those lands described as PIN 73513-0234, Part 4, Plan 53R-12678, Lot 2, Concession 5, Township of McLennan, as outlined in the report entitled "Denis Portelance" from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting of June 10, 2019, subject to the following conditions:

1. That prior to the passing of an amending zoning by-law the owner shall remove all shipping and storage containers from the lands to the satisfaction of the Chief Building Official and the Director of Planning Services; and,
2. That conditional approval shall lapse on June 25, 2021 unless Condition #1 above has been met or an extension has been granted by Council.

**CARRIED**

**Zoning By-law Amendment to Reflect Current Legislation pertaining to Cannabis**

PL2019-72 McCausland/Sizer: THAT the City of Greater Sudbury approves amendments to Zoning By-law 2010-100Z, as outlined in the report entitled "Zoning By-law Amendment to Reflect Current Legislation pertaining to Cannabis" from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on June 10, 2019.

**CARRIED**

**Purchase of Land – Dominion Drive, Hanmer**

PL2019-73 Sizer/McCausland: THAT the City of Greater Sudbury authorize the purchase of part of 903 Dominion Drive, Hanmer, legally described as part of PIN 73504-2282(LT), City of Greater Sudbury;

AND THAT the acquisition be funded from the Whitson Paquette Drainage project account;

AND THAT a by-law be prepared to authorize the purchase and the execution of the documents required to complete the real estate transaction.

**CARRIED**

**Sale of Vacant Land - Rue Mance and Bloor Street, Sudbury**

PL2019-74 McCausland/Sizer: THAT the City of Greater Sudbury authorize the sale of portions of the unopened road allowances of Rue Mance and Bloor Street, Sudbury, legally described as part of PIN's 02137-0044(LT) and 02137- 0133(LT), Plan 47-S, Township of McKim;

AND THAT the appropriate by-law be prepared to authorize the sale and the execution of the documents required to complete the real estate transaction;

AND THAT the net proceeds of the sale be credited to the Land Acquisition Reserve Fund.

**CARRIED**

**Sale of Vacant Land – Edward Avenue, Coniston**

PL2019-75 Sizer/McCausland: THAT the City of Greater Sudbury authorize the sale of the south portion of 107 Edward Avenue, Coniston, legally described as part of PIN 73560-0136(LT), being Part 1, Plan 53R-9588, Township of Neelon;

AND THAT the appropriate by-law be prepared to authorize the sale and the execution of the documents required to complete the real estate transaction;

AND THAT the net proceeds of the sale be credited to the Land Acquisition Reserve Fund.

**CARRIED**

**Request for Extension of Conditional Approval of Rezoning Application File #751-8/06-1, Sixth Avenue, Lively - 1257620 Ontario Ltd.**

PL2019-77 McCausland/Sizer: THAT the City of Greater Sudbury approves the application by

1257620 Ontario Ltd. to extend the conditional approval of rezoning application File # 751-8/06-1 on lands described as Parcel 22159 SWS, Lot 7 Concession 6, Township of Waters for a period of two (2) years to June 28, 2021, as outlined in the report entitled "Request for Extension of Conditional Approval of Rezoning Application File #751-8/06-1, Sixth Avenue, Lively - 1257620 Ontario Ltd." from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on June 10, 2019.

**CARRIED**

**140 St. George Street, Sudbury, Lane Allowances - Close by By-law**

PL2019-78 Sizer/McCausland: THAT the City of Greater Sudbury close by by-law the two lane allowances west and east of the unopened portion of Kehoe Avenue, Sudbury, legally described as PIN 02131-0078(LT), and PIN 02131-0079(LT), on Plan 18SB, Township of McKim, as outlined in the report entitled "140 St. George Street, Sudbury, Lane Allowances - Close by By-Law " from the General Manager of Corporate Services, presented at the Planning Committee meeting on June 10, 2019.

**CARRIED**

**Adopting, Approving or Receiving Items in the Consent Agenda**

The following resolution was presented:

CC2019-201 Sizer/McIntosh: THAT the City of Greater Sudbury approves Consent Agenda Items C-1 to C-5 inclusive.

**CARRIED**

The following are the Consent Agenda Items:

**Minutes**

C-1 Operations Committee Minutes of May 13, 2019

CC2019-202 McIntosh/Sizer: THAT the City of Greater Sudbury adopts the the Operations Committee meeting minutes of May 13, 2019.

**CARRIED**

C-2 Community Services Committee Minutes of May 13, 2019

CC2019-203 Sizer/McIntosh: THAT the City of Greater Sudbury adopts the Community Services meeting minutes of May 13, 2019.

**CARRIED**

C-3 Special City Council Minutes of May 14, 2019

CC2019-204 McIntosh/Sizer: THAT the City of Greater Sudbury adopts the Special City Council meeting minutes of May 14, 2019.

**CARRIED**

C-4 Nominating Committee Minutes of May 14, 2019

CC2019-205 Sizer/McIntosh: THAT the City of Greater Sudbury adopts the Nomination Committee meeting minutes of May 14, 2019.

**CARRIED**



C-5 Finance and Administration Committee Minutes of May 14, 2019

CC2019-206 McIntosh/Sizer: THAT the City of Greater Sudbury adopts the Finance and Administration Committee meeting minutes of May 14, 2019.

**CARRIED**

**Presentations**

1 Implementation of Automated Meter Infrastructure (AMI)

Report dated June 12, 2019 from the General Manager of Growth and Infrastructure regarding Implementation of Automated Meter Infrastructure (AMI).

Mike Jensen, Director of Water/Wastewater Treatment and Compliance, provided an electronic presentation regarding the Implementation of Automated Meter Infrastructure (AMI).

The following resolution was presented:

CC2019-207 Kirwan/Leduc: THAT the City of Greater Sudbury approves the implementation of a fixed base Automated Meter Infrastructure (AMI) system incorporating current existing GSUI infrastructure at a total capital cost of \$17,189,521.48 inclusive of non-refundable HST for the City of Greater Sudbury as outlined in the report entitled City-wide Advanced Metering Infrastructure (AMI) system Project, from the General Manager of Growth and Infrastructure, presented at the Council meeting of June 25, 2019;

AND THAT contract ISD 19-18 for the Supply of Water Meters be awarded to Neptune Technology Group Ltd. In the amount of \$4,489,813.05 inclusive of non-refundable HST;

AND THAT contract ISD 19-2 for the Advanced Metering Infrastructure (AMI) System and Installation Project be awarded to KTI Limited for a total price of \$10,383,509.40 inclusive of non-refundable HST;

AND THAT contract ISD 19-3 for the Project Management Services for a City Wide Water Meter and Advanced Metering Infrastructure (AMI) and Installation Project be awarded to Diameter Services in the amount of \$1,176,222.03 inclusive of non-refundable HST;

AND THAT the General Manager of Growth & Infrastructure be directed to negotiate a revised service agreement with GSU, our water billing service provider, to reflect the resulting improvements in customer service and business processes that will be realized from this project for approval by City Council prior to the end of the fourth quarter of 2019.

**CARRIED**

**Recess**

At 8:20 p.m. Council recessed.

**Reconvene**

At 8:40 p.m. Council reconvened.

**Members' Motions**

M-5      **Economic Development Accountability**

**Motion for Deferral**

Mayor Bigger moved to defer this item to the City Council meeting of September 10, 2019 in order to allow time for a staff report to be provided.

**DEFERRED**

**By-Laws**

The following resolution was presented:

CC2019-208 Kirwan/Leduc: THAT the City of Greater Sudbury read and pass By-law 2019-110 to and including By-law 2019-99.

**CARRIED**

The following are the By-laws:

- 2019-99      A By-law of the City of Greater Sudbury to Confirm the Proceedings of Council at its Meeting of June 25th, 2019
- 2019-100    A By-law of the City of Greater Sudbury With Respect to Development Charges  
City Council Resolution #CC2019-187  
(This by-law implements Development Charges as approved.)
- 2019-101    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 #FA2019-43  
(This by-law authorizes grants funded through the Healthy Community Initiative Fund for  
various Wards.)
- 2019-102    A By-law of the City of Greater Sudbury to Authorize Grants under the Greater Sudbury  
Brownfield Strategy and Community Improvement Plan  
Finance and Administration Committee Resolution #FA2019-15A9  
(This by-law authorizes grants in accordance with the Greater Sudbury Brownfield Strategy  
and Community Improvement Plan as approved under the Business Case for Service Level  
Change and authorizes the General Manager of Growth and Infrastructure Services to sign  
grant agreements with the grant recipients.)
- 2019-103    A By-law of the City of Greater Sudbury to Authorize the Sale of Vacant Land East of Belisle  
Drive, in the Valley East Industrial Park Described as Parts 1 and 2 on 53R-21163 to  
1999271 Ontario Inc.  
Planning Committee Resolution #PL2019-64  
(This by-law authorizes the sale of vacant land east of Belisle Drive in the Valley East  
Industrial Park and delegates authority to effect the sale.

- 2019-104 A By-law of the City of Greater Sudbury to Close Part of the Unopened Lane East of Aubrey Street, Described as Part of PIN 73560-1085, being Parts 1, 2, 3, 4 and 5 on 53R-21164, City of Greater Sudbury  
Planning Committee Resolution #PL2017-116  
(This by-law closes up unopened laneways to make the lands available for sale.)
- 2019-105 A By-law of the City of Greater Sudbury to Authorize the Sale of Part of the Unopened Lane East of Aubrey Street, Described as Part of PIN 73560-1085, being Part 1 on 53R-21164, to Jean-Marie Comeau and Rachel Comeau  
Planning Committee Resolution #PL2018-131  
(This by-law authorizes the sale of part of an unopened road allowances and abutting vacant land to an abutting land owner and delegates authority to sign all documents necessary to effect the sale.)
- 2019-106 A By-law of the City of Greater Sudbury to Authorize the Sale of Part of the Unopened Lane East of Aubrey Street, Described as Part of PIN 73560-1085, being Part 2 on 53R-21164, to Trevor Haw and Jennifer Haw  
Planning Committee Resolution #PL2018-131  
(This by-law authorizes the sale of part of an unopened road allowances and abutting vacant land to an abutting land owner and delegates authority to sign all documents necessary to effect the sale.)
- 2019-107 A By-law of the City of Greater Sudbury to Authorize the Sale of Part of the Unopened Lane East of Aubrey Street, Described as Part of PIN 73560-1085, being Part 3 on 53R-21164, to Marc Laprairie and Cynthia Laprairie  
Planning Committee Resolution #PL2018-131  
(This by-law authorizes the sale of part of an unopened road allowances and abutting vacant land to an abutting land owner and delegates authority to sign all documents necessary to effect the sale.)
- 2019-108 A By-law of the City of Greater Sudbury to Authorize the Sale of Part of the Unopened Lane East of Aubrey Street, Described as Part of PIN 73560-1085, being Part 4 on 53R-21164, to Gordon Thomas Winter and Beatrice Margaret Winter  
Planning Committee Resolution #PL2018-131  
(This by-law authorizes the sale of part of an unopened road allowances and abutting vacant land to an abutting land owner and delegates authority to sign all documents necessary to effect the sale.)
- 2019-109 A By-law of the City of Greater Sudbury to Authorize the Sale of Part of the Unopened Lane East of Aubrey Street, Described as Part of PIN 73560-1085, being Part 5 on 53R-21164, to Roman Catholic Episcopal Corporation of Sault St. Marie Diocese  
Planning Committee Resolution #PL2018-131  
(This by-law authorizes the sale of part of an unopened road allowances and abutting vacant land to an abutting land owner and delegates authority to sign all documents necessary to effect the sale.)

- 2019-110 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 #CC2019-193  
(This By-law amends the Traffic and Parking By-law to provide for a maximum of 3 hour parking at parking meters for on-street parking and makes housekeeping change necessary to authorize the "pay by plate" payment method.)

**Resolution to proceed past 9:10 p.m.**

Kirwan/Leduc: THAT this meeting proceeds pas the hour of 9:10 p.m.  
**DEFEATED**

**Adjournment**

Automatic Adjournment at 9:10 p.m.

The following items were not addressed at the meeting:

**Managers' Reports**

- R-1 Application for Development Cost Sharing for Auger Avenue Extension
- R-2 Kivi Park Update
- R-3 Revisions to the Payment of Expenses for Members of Council and Municipal Employees
- R-4 GSU Shareholder Declaration Recommendation
- R-5 Council Strategic Plan Final Report

**Members' Motions**

- M-1 **Request to Rename C Street in Lively to Len Turner Drive**
- M-2 **Commencement Times for Operations and Community Services Committees**
- M-3 **Downtown Sudbury Board of Management By-Law Amendment**
- M-4 **Request For Review Of By-Laws 2009-101 And 2011-277**

## **Addendum**

## **Civic Petitions**

## **Question Period**

---

Mayor Brian Bigger, Chair

---

Eric Labelle, City Solicitor and  
Clerk

## Minutes

### Finance and Administration Committee Minutes of 7/9/19

---

Location:	Tom Davies Square - Council Chamber
Commencement:	10:04 AM
Adjournment:	10:29 AM

## Councillor Jakubo, In the Chair

Present	Councillors McCausland, Kirwan, Jakubo, Sizer, McIntosh, Leduc, Landry-Altmann, Mayor Bigger
City Officials	Ed Archer, Chief Administrative Officer; Kevin Fowke, General Manager of Corporate Services; Ian Wood, Interim General Manager of Community Development; Ed Stankiewicz, Executive Director of Finance, Assets and Fleet; Community Engagement; Ron Foster, Auditor General; Chantal Mathieu, Director of Environmental Services; Michael MacIsaac, Executive Deputy Chief of Community Safety; Eric Labelle, City Solicitor and Clerk; Laura Kenyon, Couth Clerk/Monitor; Melissa Lamontagne, Clerk's Services Assistant; Lisa Locken, Clerk's Services Assistant

## DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

## Adopting, Approving or Receiving Items in the Consent Agenda

The following resolution was presented:

FA2019-47 Sizer/McIntosh: THAT the City of Greater Sudbury approves Consent Agenda Item C-1.

**CARRIED**

The following is the Consent Agenda item:

## Routine Management Reports

C-1 Healthy Community Initiative Fund Applications

Report dated November 19, 2018 from the Interim General Manager of Community Development regarding Healthy Community Initiative Fund Applications.

FA2019-48 McIntosh/Sizer: THAT the City of Greater Sudbury approves the Healthy Community Initiative Fund requests, as outlined in the report entitled "Healthy Community Initiative Fund Applications", from the Interim General Manager of Community Development, presented at the Finance and Administration Committee meeting on July 9, 2019;

ND THAT any necessary by-laws be prepared.

**CARRIED**

**Members' Motion**

M-1 Northern Water Sport Centre

Motion for Deferral

Councillor Jakubo moved to defer this item so that Councillor Landry-Altman can be in attendance to present it.

**CARRIED**

**Correspondence for Information Only**

I-1 For Information Only.

**Addendum**

The following resolution was presented:

FA2019-49 Sizer/McIntosh: THAT the City of Greater Sudbury deals with the items on the Addendum to the Agenda at this time.

**CARRIED BY TWO-THIRDS MAJORITY**

**Declarations of Pecuniary Interest and the General Nature Thereof**

None declared.

**YMCA Child Care Expansion Project**

Report dated July 6, 2019 from the Interim General Manager of Community Development regarding the YMCA Child Care Expansion Project.

The following resolution was presented:

FA2019-50 McIntosh/Sizer: THAT the City of Greater Sudbury approves the 2019 YMCA Child Care Expansion Project as outlined in the report entitled "YMCA Child Care Expansion Project" from the Interim General Manager of Community Development, and directs staff to incorporate the municipal share of operational funding for the YMCA Daycare Project, estimated at \$47,000, into the 2020 Municipal Budget, as presented at the Finance and Administration Committee meeting on July 9, 2019.

**CARRIED**

**Civic Petitions**

No Civic Petitions were submitted.

**Question Period**

Please visit: <https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1369&itemid=rec> to view the questions asked.

**Adjournment**

Sizer/McIntosh: THAT this meeting does now adjourn. Time: 10:29 a.m.

**CARRIED**

---

Eric Labelle, City Solicitor and  
Clerk



## Minutes

### Workshop Minutes of 7/9/19

Location:	Tom Davies Square - Committee Room C-12
Commencement:	11:55 AM
Adjournment:	12:56 PM

## Deputy City Clerk Adam Kosnick, In the Chair

Present	Councillors Signoretti [A 12:40 p.m.], Vagnini [A 12:50 p.m.], McCausland, Kirwan [12:30 p.m.], Jakubo, Sizer, Cormier, Leduc, Mayor Bigger
City Officials	Eric Labelle, City Solicitor and Clerk; Melissa Zanette, Chief of Staff; Adam Kosnick, Manager of Regulated Services/Deputy City Clerk

### DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

### Appointment of Chair

Nominations were held for the Appointment of Chair of the Privacy and Access to Information Workshop being held on July 9, 2019.

The following resolution was presented:

WS2019-01 Jakubo/MCausland: THAT the City of Greater Sudbury appoints Councillor Leduc as the Chair of the Privacy and Access to Information Workshop being held on July 9, 2019.  
**CARRIED**

### Presentations

- 1 Adam Kosnick, Manager of Regulated Services/Deputy City Clerk, provided an electronic presentation regarding Privacy and Access to Information Workshop, for information only.

## **Adjournment**

McCausland/Jakubo: THAT this meeting does now adjourn. Time: 12:56 p.m.

**CARRIED**

---

Adam Kosnick, Deputy City Clerk

## Minutes

### City Council Minutes of 7/9/19

Location:	Tom Davies Square - Council Chamber
Commencement:	1:10 PM
Adjournment:	5:06 PM

## His Worship, Mayor Brian Bigger, In the Chair

Present	Councillors Signoretti [D 2:38 p.m.], McCausland, Kirwan, Jakubo, Sizer, McIntosh, Cormier, Leduc [D 2:13 p.m., A 2:25 p.m.], Mayor Bigger
City Officials	Ed Archer, Chief Administrative Officer; Kevin Fowke, General Manager of Corporate Services; Ian Wood, Interim General Manager of Community Development; Ed Stankiewicz, Executive Director of Finance, Assets and Fleet [A 1:49 p.m.]; Eric Labelle, City Solicitor and Clerk; Kelly Gravelle, Deputy City Solicitor; Joanne Kelly, Director of Human Resources and Organizational Development [D 2:34 p.m.]; Peter Taylor, Director of Information Technology [D 1:49 p.m.]; Jim Dolson, Manager of Technical Infrastructure Services [D 1:49 p.m.]; Tyler Campbell, Director of Social Services; Mike Jensen, Director of Water/Wastewater and Compliance [D 2:34 p.m.]; Randy Halverson, Director of Linear Infrastructure Services [D 2:34 p.m.]; Chantal Mathieu, Director of Environment Services [D 2:34 p.m.]; Paul Kadwell, Deputy Chief of Paramedic Operations [D 2:34 p.m.]; Bruno Lafortune, Manager of Transit Operations [D 2:34 p.m.]; Kris Longston, Manager of Community and Strategic Planning [D 2:34 p.m.]; Jim Lister, Manager of Financial Planning and Budgeting [D 2:34 p.m.]; Cindi Briscoe, Manager of Housing Services [D 2:34 p.m.]; Steve Facey, Coordinator of Finance [D 2:34 p.m.]; Maria Saari, Human Resources Business Partner [D 2:34 p.m.]; Gabrielle Servais, Human Resources Business Partner [D 2:34 p.m.]; Lisa Lenz, Coordinator of Budgets [D 2:34 p.m.]; Ron Foster, Auditor General; Melissa Zanette, Chief of Staff [D 1:39 p.m., A 1:42 p.m.]

### Closed Session

The following resolution was presented:

CC2019-209 McCausland/Bigger: THAT the City of Greater Sudbury move to Closed Session to deal with one (1) Security of Property Matter regarding the City's information technology systems and data and one (1) Labour Relations or Employee Negotiations Matter regarding negotiations with CURE; and one addendum to deal with one (1) Acquisition or Disposition of Land / Solicitor-Client Privilege Matter regarding property at 200 Larch Street, Sudbury in accordance with the Municipal Act, 2001, s. 239(2)(a), (c), (d) and (f).

## **CARRIED**

Council moved into closed session at 1:12 p.m.

Recess At 2:53 p.m. Council recessed.

Reconvene At 3:08 p.m., Council commenced the Open Session in the Council Chambers

## **His Worship Mayor Brian Bigger, In the Chair**

Present Councillors Signoretti, Vagnini [D 4:49 p.m., A 4:59 p.m.], Montpellier, McCausland, Kirwan, Jakubo, Sizer, McIntosh, Cormier, Leduc, Mayor Bigger

City Officials Ed Archer, Chief Administrative Officer; Kevin Fowke, General Manager of Corporate Services; Ian Wood, Interim General Manager of Community Development; Ed Stankiewicz, Executive Director of Finance, Assets and Fleet; Ron Foster, Auditor General; Melissa Zanette, Chief of Staff; Kelly Gravelle, Deputy City Solicitor; Eric Labelle, City Solicitor and Clerk; Laura Kenyon, Court Clerk/Monitor; Melissa Lamontagne, Clerk's Services Assistant; Lisa Locken, Clerk's Services Assistant

## **DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**

Councillor Vagnini declared a conflict of interest in relation to M-3.

## **Matters Arising from the Closed Session**

Deputy Mayor Sizer as Chair of the Closed Session, reported that the Committee met in Closed Session to deal with one (1) Security of Property Matter regarding the City's information technology systems and data and one (1) Labour Relations or Employee Negotiations Matters regarding negotiations with CUPE; and one addendum to deal with one (1) Acquisition or Disposition of Land / Solicitor-Client Privilege Matter regarding property at 200 Larch Street, Sudbury in accordance with the Municipal Act, 2001, s. 239(2)(a), (c), (d) and (f). Direction was given to staff in regards to the second matter.

## **Matters Arising from Audit Committee**

July 9, 2019

Councillor McIntosh, as Chair of the Audit Committee, reported on the matters arising from the Audit Committee meeting of July 9, 2019.

The following resolution was presented:

CC2019-210 Bigger/McCausland: THAT the City of Greater Sudbury approves Audit

Committee resolution AC2019-07 inclusive from the meeting of July 9, 2019.

**CARRIED**

The following is the Audit Committee resolution:

**Status Report on Wrongdoing Hotline**

AC2019-07 Kirwan/Signoretti: THAT the City of Greater Sudbury approves the Auditor General's recommendation to continue the wrongdoing hotline program as outlined in the report entitled "Annual Status Report on Wrongdoing Hotline", from the Auditor General, presented at the Audit Committee meeting on July 9, 2019.

**CARRIED**

**Matters Arising from Community Services Committee**

July 8, 2019

Councillor McCausland, as Vice-Chair of the Community Services Committee, reported on the matters arising from the Community Services Committee meeting of July 8, 2019.

The following resolution was presented:

CC2019-211 McCausland/Bigger: THAT the City of Greater Sudbury approves the Community Services Committee resolutions CS2019-11 to CS2019-14 inclusive from the meeting of July 8, 2019.

**CARRIED**

The following are the Community Services Committee resolutions:

**Transit Fare Structure**

CS2019-11 Kirwan/McIntosh: THAT the City of Greater Sudbury directs staff to amend By-law 2019-24, being a By-law of the City of Greater Sudbury to Establish Miscellaneous User Fees for Certain Services Provided by the City of Greater Sudbury, to include a \$2.00 fee for a printed Transit Ride Guide and Pocket Map, as outlined in the report titled "Transit Fare Structure" from the Interim General Manager of Community Development, presented at the Community Services Committee meeting on July 8, 2019.

**CARRIED**

**Specialized Transit Service Review**

CS2019-12 McIntosh/Kirwan: THAT the City of Greater Sudbury amends the mandate for Specialized Transit Services to remove the current reference to physical disability, replacing with the definition for "disability" as listed in the Accessibility for Ontarians with Disability Act, 2005, c.11 (AODA) and the Human Rights Code, R.S.O. 1990, c. H.19;

AND THAT City of Greater Sudbury implements a dynamic eligibility process for Specialized Transit Services that includes process and guidelines as outlined in the Report titled "Specialized Transit Service Review" as recommended by the Interim General Manager of Community Development, presented at the Community Services Committee meeting on July 8, 2019.

**CARRIED**

**PLAY Charter**

CS2019-13 Kirwan/McIntosh: THAT the City of Greater Sudbury approves the Greater Sudbury Play Charter as outlined in the report entitled "PLAY Charter" from the Interim General Manager of Community Development, presented at the Community Services Committee meeting on July 8, 2019.

**CARRIED**

**Olympic and Paralympic Medalist Recognition**

CS2019-14 McIntosh/Kirwan: THAT the City of Greater Sudbury approves the naming of recreation facilities as outlined in the report entitled "Recognition of Olympic and Paralympic Medalists" from the Interim General Manager of Community Development, presented at the Community Services Committee meeting on July 8, 2019.

**CARRIED**

**Matters Arising from Finance and Administration Committee**

July 9, 2019

Councillor Jakubo, as Chair of the Finance and Administration Committee, reported on the matters arising from the Finance and Administration Committee meeting of July 9, 2019.

The following resolution was presented:

CC2019-212 Bigger/McCausland: THAT the City of Greater Sudbury approves Finance and Administration Committee resolutions FA2019-48 and FA2019-50 inclusive from the meeting of July 9, 2019.

**CARRIED**

The following are the Finance and Administration Committee resolutions:

**Healthy Community Initiative Fund Applications in accordance with By-law 2018-129**

FA2019-48 McIntosh/Sizer: THAT the City of Greater Sudbury approves the Healthy Community Initiative Fund requests, as outlined in the report entitled "Healthy Community Initiative Fund Applications", from the Interim General Manager of Community Development, presented at the Finance and Administration Committee meeting on July 9, 2019;

AND THAT any necessary by-laws be prepared.

**CARRIED**

**YMCA Child Care Expansion Project**

FA2019-50 McIntosh/Sizer: THAT the City of Greater Sudbury approves the 2019 YMCA Child Care Expansion Project as outlined in the report entitled "YMCA Child Care Expansion Project" from the Interim General Manager of Community Development, and directs staff to incorporate the municipal share of operational funding for the YMCA Daycare Project, estimated at \$47,000, into the 2020 Municipal Budget, as presented at the Finance and Administration Committee meeting on July 9, 2019.

**CARRIED**

**Matters Arising from Operations Committee**

July 8, 2019

Councillor McIntosh, as Chair of the Operations Committee, reported on the matters arising from the Operations Committee meeting of July 8, 2019.

The following resolution was presented:

CC2019-213 McCausland/Bigger: THAT the City of Greater Sudbury approves Operations Committee resolution OP2019-11 inclusive from the meeting of July 8, 2019.

**CARRIED**

The following is the Operations Committee resolution:

**Introduce Incentives for Green Development Initiatives for Multi-Residential and Non-Residential Buildings**

OP2019-11 McIntosh/Kirwan: WHEREAS the City of Greater Sudbury recently approved development charge policies that not only support economic development, but also support a variety of other policy objectives that City Council believes are important for the City's successful growth;

AND WHEREAS the City of Greater Sudbury also recently declared a "Climate Emergency", signaling its intention to make action on climate change a strategic priority;

AND WHEREAS "green" development initiatives such as solar photostatic systems and certification processes like the Leadership in Energy and Environmental Design program (LEED), recognize that sustainability is a key feature of all buildings that can provide substantial community benefits and contribute to larger environmental goals;

THEREFORE BE IT RESOLVED that staff be directed to produce a report in the third quarter of 2019 describing steps required to introduce incentives, such as rebates equivalent to a portion of development charges paid, for green development initiatives for multi-residential and nonresidential buildings based on one or more of the following:

1. Solar hot water system that provides for a minimum of 25% of the building's energy needs.
2. Transpired solar collectors that provides for a minimum of 10% of the building's energy needs.
3. Solar photovoltaic system that provides for a minimum of 5% of the building's energy needs.
4. Certification and registry with the Green Building Council of Canada as meeting current and applicable LEED certification requirements and/or its zero carbon standard.

**CARRIED**

**Matters Arising From the Planning Committee**

June 24, 2019

Councillor Cormier, as Chair of the Planning Committee, reported on the matters arising from the Planning Committee meeting of June 24, 2019.

The following resolution was presented:

CC2019-214 THAT the City of Greater Sudbury approves the Planning Committee resolutions

PL2019-79 to PL2019-87 inclusive from the meeting of June 24, 2019.

**CARRIED**

The following are the Planning Committee Resolutions:

**Darlene & Nathan Nicholson – Application for rezoning in order to permit a kennel having a reduced buffer distance to nearest residential building, 15 Kalio Road, Lively**

PL2019-79 Landry-Altmann/Sizer: THAT the City of Greater Sudbury approves the application by Darlene and Nathan Nicholson to amend Zoning By-law 2010-100Z to change the zoning classification from “RU”, Rural to “RU(S)”, Rural Special on those lands described as Part of PIN 73373-0100, Parcel 5579, Lot 1, Concession 4, Township of Waters as outlined in the report entitled “Darlene & Nathan Nicholson” from the General Manager of Growth and Infrastructure presented at the Planning Committee meeting of November 19, 2018, subject to the following conditions:

1. That prior to the passing of an amending zoning by-law:
  - i. The owner shall prepare and submit a methodologically acceptable Noise Study that is to be peer reviewed and shall identify appropriate noise mitigation measures, where and if required, to the satisfaction of the Director of Planning Services; and,
  - ii. The owner shall have entered into a site plan control agreement with the City of Greater Sudbury to the satisfaction of the Director of Planning Services.
2. That the amending zoning by-law provide for site-specific relief where required in order to permit the kennel;
3. That the subject lands be designated as a “Site Plan Control Area” pursuant to Section 41(3) of the Planning Act, R.S.O. 1990, Chapter P.13, as amended, and that the amending zoning by-law shall identify the lands as such; and, 4. That conditional approval shall lapse on July 9, 2020 unless Condition #1 above has been met or an extension has been granted by Council.

**CARRIED**

**Nicole Giroux – Application to extend a temporary use by-law in order to permit a garden suite, 327 Gravel Drive, Hanmer**

PL2019-80 Sizer/McCausland: THAT the City of Greater Sudbury approves the application by Nicole Giroux to amend Zoning By-law 2010-100Z with respect to lands described as Parcel 49981 S.E.S., Part 1, Plan 53R-14091 in Lot 2, Concession 3, Township of Hanmer in order to extend the use of a garden suite in accordance with Section 39.1 (4) of the Planning Act for a temporary period of three (3) years, as outlined in the report entitled “Nicole Giroux” from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on June 24, 2019.

**CARRIED**

**Nickel Belt Boom Truck Ltd. - Applications for Official Plan Amendment and rezoning in order to permit the expansion of a recreation vehicle sales and service establishment onto abutting rural lands, Joannette Road, Chelmsford**

PL2019-81 McCausland/Sizer: THAT the City of Greater Sudbury approves the application by Nickel Belt Boom Truck Ltd. to amend the City of Greater Sudbury Official Plan to provide a site-specific exception to the policies of Section 5.2.5 concerning Rural Industrial/Commercial uses in Rural Areas in order to permit the expansion of a recreation vehicle sales and service



establishment on lands described as Part of PIN 73350-0593 in Lot 4, Concession 2, Township of Balfour, as outlined in the report entitled "Nickel Belt Boom Truck Ltd." from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on June 24, 2019, subject to the following conditions:

1. That the Official Plan Amendment be enacted concurrently with the zoning amendment;
2. Conditional approval shall lapse on July 9, 2021 unless Condition 1 above has been met or an extension has been granted by Council.

**CARRIED**

PL2019-82 Sizer/McCausland: THAT the City of Greater Sudbury approves the application by Nickel Belt Boom Truck Ltd. to amend Zoning By-law 2010-100Z by changing the zoning classification from "RU", Rural to a revised "RU(4)", Rural Special on lands described as Part of PIN 73350-0593 in Lot 4, Concession 2, Township of Balfour, as outlined in the report entitled "Nickel Belt Boom Truck Ltd." from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on June 24, 2019, subject to the following conditions:

1. That prior to the adoption of the amending by-law, the owner shall address the following conditions:
  - i) Provide the Development Approvals Section with a registered survey plan outlining the lands to be rezoned to enable the preparation of an amending zoning by-law;
  - ii) Remove the shipping containers from the property to the satisfaction of the Director of Planning Services; and,
  - iii) Amend the Site Plan Control Agreement with the City to include the subject lands.
2. That the RU(4) special zoning be amended by applying the following site-specific provisions to the lands to be rezoned;
  - i) The only permitted uses shall be the outdoor display and sales of recreation vehicles and the accessory outdoor storage of recreation vehicles;
  - ii) An opaque fence with a minimum height of 2.2 metres shall not be required for the accessory outdoor storage of recreation vehicles;
  - iii) A natural vegetative buffer shall be maintained as follows:
    - a) A minimum 14 metre-wide buffer abutting the rear lot lines of Parts 1 and 2, Plan SR-3123;
    - b) A minimum 30 metre-wide buffer abutting the rear lots lines of Parts 3 to 8, Plan SR-3123;
  - iv) A planting strip with a minimum depth of 5 metres shall be provided along the southerly interior side lot line abutting Part 1, Plan SR-3123;
  - v) For the purposes of this by-law, the accessory outdoor storage of recreation vehicles shall be defined as follows:

"An outdoor area that is provided for the parking and storage of recreation vehicles for remuneration, but does not include a camping ground or facilities for the disposal of recreation vehicle wastewater."
3. Conditional approval shall lapse on July 9, 2021 unless Condition 1 above has been met or an extension has been granted by Council.

**CARRIED**

**Baikinson Land Corp – Site-specific amendment to Zoning By-law 2010-100Z in order to permit four (4) row dwellings containing 16 model home dwelling units, St. Albert Street, Chelmsford**

PL2019-83 McCausland/Sizer: THAT the City of Greater Sudbury approves the application by Baikinson Land Corp. to amend Zoning By-law 2010-100Z by changing the zoning classification from “R3(67)”, Medium Density Residential Special to a revised ‘R3(67)’, Medium Density Residential Special on lands described as Part of PIN 73348-0644, Parts 1 to 6, 8, 10, 12 to 14, Plan 53R-21106 in Lot 2, Concession 2, Township of Balfour, as outlined in the report entitled “Baikinson Land Corp”, from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on June 24, 2019, subject to the following condition:

a) That the following clause be added to Part 11, Section 1, Subsection 10, Paragraph (ooo) as Clause (iii):

All provisions of this by-law applicable to the Model Homes provisions of Section 4.20 shall apply subject to the following modification:

Four (4) buildings containing 16 model home dwelling units shall be permitted.

**CARRIED**

**Marc & Julie Bodson – Application for rezoning in order to sever a residential lot containing an existing dwelling and to permit a reduced lot frontage for the rural remainder, 1830 Yorkshire Drive, Val Caron**

PL2019-84 Sizer/McCausland: THAT the City of Greater Sudbury approves the application by Marc and Julie Bodson to amend Zoning By-law 2010-100Z by changing the zoning classification from “RU”, Rural to “R1-T”, Low Density Residential One and “RU(S)”, Rural Special on lands described as PINs 73505-0907 & 73505-1023, Parcels 1031 & 1032 S,E,S,, in Lot 7, Concession 1, Township of Hanmer, as outlined in the report entitled “Marc and Julie Bodson” from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting of June 24, 2019, subject to the following conditions:

1. That the subject lands be rezoned as follows:

i) PINs 73505-0907 & 73505-1023, excluding an approximate 0,62 ha southeast portion of PIN 73505-0907 identified as Parts 1, 2 and 5 on the preliminary plan, as “RU(S)”, Rural Special, subject to the following site-specific provisions:

a. The minimum lot frontage shall be 25 metres; and, b. Buildings, structures and septic systems shall be located outside the regulated area of Conservation Sudbury.

ii) Part of PIN 73505-0907, being an approximate 0.62 ha southeast portion identified as Parts 1, 2 and 5 on the preliminary plan, as “R1-1”, Low Density Residential One.

2. That prior to the enactment of the amending by-law, the owner shall address the following conditions:

a. That lands located within the designated flood plain have been removed from the flood plain to the satisfaction of Conservation Sudbury in order to provide driveway access to the rural remainder; b. Provide the Development Approvals Section with a registered survey plan outlining the lands to be rezoned to R1-1 to enable the preparation of an amending zoning

by-law.

3. Conditional approval shall lapse on July 9, 2021 unless Condition 2 above has been met or an extension has been granted by Council.

**CARRIED**

PL2019-85 McCausland/Sizer: THAT the City of Greater Sudbury permits the application to create one (1) additional lot on lands described as PINs 73505-0907 & 73505-1023, Parcels 1031 & 1032 S.E.S. in Lot 7, Concession 1, Township of Hanmer to proceed by way of the consent process as outlined in the report entitled "Marc and Julie Bodson" from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting of June 24, 2019.

**CARRIED**

**Main Street Revitalization Initiative: Town Centre Community Improvement Plan  
Application for 525 Notre Dame Avenue**

PL2019-86 Sizer/McCausland: THAT the City of Greater Sudbury approves the application for 525 Notre Dame Avenue received under the Town Centre Community Improvement Plan and authorize staff to enter into any necessary agreements with the property owner, as outlined in the report entitled "Main Street Revitalization Initiative" from the General Manager of Growth and Infrastructure, presented at the Planning Committee Meeting on June 24, 2019.

**CARRIED**

**Lasalle Boulevard Corridor Plan and Strategy - Proposed Official Plan Amendment**

PL2019-87 McCausland/Sizer: THAT The City of Greater Sudbury directs staff to commence public consultation on the proposed Official Plan Amendment and to hold a public hearing on the proposed amendments in the fourth quarter of 2019;

AND THAT the City of Greater Sudbury directs staff to return with the findings of a commercial parking ratio study to inform potential zoning by-law amendments associated with the LaSalle Boulevard Corridor Plan and Strategy in the fourth quarter of 2019, as outlined in the report entitled "LaSalle Boulevard Corridor Plan and Strategy - Proposed Official Plan Amendment", from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on June 24, 2019.

**CARRIED**

June 26, 2019

Councillor Cormier, as Chair of the Planning Committee, reported on the matters arising from the Planning Committee meeting of June 26, 2019.

**CARRIED**

The following resolution was presented:

CC2019-215 McCausland/Bigger: THAT the City of Greater Sudbury approves Planning Committee resolution PL2019-88 inclusive from the meeting of June 26, 2019.

**CARRIED**

The following is the Planning Committee resolution:

**Phase 2 Official Plan Review**

PL2019-88 Sizer/Landry-Altmann: THAT The City of Greater Sudbury directs staff to

undertake Phase Two of the Official Plan Review in accordance with the requirements of Section 26 of the Planning Act, as outlined in the report entitled “Phase 2 Official Plan Review” from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on June 26, 2019;

AND THAT the City of Greater Sudbury directs staff to consider any issues or comments related to the Official Plan identified by the public at the Planning Committee meeting on June 26, 2019 or through formal submissions to the City, including those issues previously identified by Council, and report back to Planning Committee with a draft official plan amendment and proposed public consultation strategy by the end of September, 2019.

**CARRIED**

July 8, 2019

Councillor Cormier, as Chair of the Planning Committee, reported on the matters arising from the Planning Committee meeting of July 8, 2019.

The following resolution was presented:

CC2019-216 Bigger/McCausland: THAT the City of Greater Sudbury approves Planning Committee resolutions PL2019-90 to PL2019-94 and PL2019-96 to PL2019-99 inclusive from the meeting of July 8, 2019.

**CARRIED**

The following are the Planning Committee resolutions:

**1840239 Ontario Limited - Application for Zoning By-law Amendment, 854 & 850 Notre Dame Avenue, Sudbury**

PL2019-90 McCausland/Sizer: THAT the City of Greater Sudbury approves the application by 1840239 Ontario Limited to amend Zoning By-law 2010-100Z by changing the zoning classification on the subject lands from “M1-I”, Business Industrial to “M1-1(S)”, Business Industrial Special on those lands described as Lot 4, Concession 5, Township of McKim, Part 1, Plan 53R-5022, Parcel 20972, PIN 02123-0011, as outlined in the report entitled “1840239 Ontario Limited” from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on July 8, 2019, subject to the following conditions:

1. That the amending zoning by-law contain the following site-specific provisions:
  - i. In addition to the uses permitted in the M1-1 zone, a food processing plant in the form of a brewery shall also be permitted.

**CARRIED**

**Chico Vaillancourt - Application for Zoning By-law Amendment, 55 Main Street East, Chelmsford**

PL2019-91 Sizer/Landry-Altmann: THAT the City of Greater Sudbury approves the application by Chico Vaillancourt to amend Zoning By-law 2010-100Z by changing the zoning classification on the subject lands from “R2-2”, Low Density Residential Two to “R2-2(S)”, Low Density Residential Two Special on those lands described as PIN 73351-0036, Lot 53, Plan M-18, Lot 2, Concession 4, Township of Balfour, as outlined in the report entitled “Chico Vaillancourt” from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on July 8, 2019, and that the amending zoning by-law include following site-specific provisions:

- i. In addition to the uses permitted in the R2-2 zone, a multiple dwelling containing a maximum of three dwelling units shall be permitted;
- ii. That a minimum of one parking space per dwelling unit shall be provided for the multiple dwelling: and
- iii. That the minimum front yard shall be 1.1 m.

**CARRIED**

**Purchase of Land - Kitchener Avenue**

PL2019-92 Sizer/Landry-Altmann: THAT the City of Greater Sudbury authorize the purchase and demolition of 101 Kitchener Avenue, Sudbury, legally described as PIN 02132-0172(LT), Lot 31, Plan M-42, City of Greater Sudbury;

AND THAT the acquisition, demolition, designated substance survey and all other costs associated with the demolition be funded from the Capital Financing Reserve Fund - General;

AND THAT a by-law be prepared to authorize the purchase and the execution of the documents required to complete the real estate transaction.

**CARRIED**

**Exchange of Land - Falconbridge & Kingsway**

PL2019-93 Landry-Altmann/Sizer: THAT the City of Greater Sudbury authorize the closure of part of the Kingsway road allowance legally described as part of PIN's 73573-0172(LT) and 73573-0359(LT) being Part 2 and 5 on Plan 53R-17942;

AND THAT the said Parts 2 and 5 on Plan 53R-17942, as closed, be transferred to the owner of 225 Falconbridge Road, Sudbury in exchange for the transfer to the City of part of 225 Falconbridge Road, legally described as part of PIN 73573-0137(LT), being Parts 7 and 8 on Plan 53R-17942, for road purposes;

AND THAT the legal fees and disbursements for the land exchange transaction be funded from Capital Financing Reserve Fund - General;

AND THAT a by-law be prepared to authorize the road closure, land exchange and the execution of the documents required to complete the real estate transaction.

**CARRIED**

**Purchase of Land - Whissel Avenue**

PL2019-94 Landry-Altmann/Sizer: THAT the City of Greater Sudbury authorize the purchase of an easement over 510 Whissel Avenue, Sudbury, legally described as part of PIN 02245-0321(LT), and part of PIN 02245-0322(LT), City of Greater Sudbury;

AND THAT the easement acquisition be funded from the St. Charles Lift Station Capital Account;

AND THAT a by-law be prepared to authorize the purchase of the easement and the execution of the documents required to complete the real estate transaction.

**CARRIED**

**Part of Hill Road, Lively - Road Closure and Declaration of Surplus Land**

PL2019-96 Landry-Altmann/Sizer: THAT the City of Greater Sudbury closes by by-law and declares surplus to the City's needs part of Hill Road, Lively, legally described as part of PIN

73377-1564(LT), being part of Part 7 on Plan 53R-8177, Township of Waters, as outlined in the report entitled "Part of Hill Road, Lively - Road Closure and Declaration of Surplus Land" from the General Manager of Corporate Services, presented at the Planning Committee on July 8, 2019;

AND THAT the land be offered for sale to the abutting property owners pursuant to the procedures governing the sale of limited marketability surplus land as outlined in Property By-law 2008-174;

AND THAT a by-law be prepared to authorize the closing of part of Hill Road, Lively.

**CARRIED**

**Phu Nguyen - Request to extend a conditional approval on a rezoning application, 1755 Lasalle Boulevard, Sudbury**

PL2019-97 Landry-Altmann/McCausland: THAT the City of Greater Sudbury approves the application by Phu Nguyen to extend the approval of a Zoning By-law Amendment Application, File #751-6/17-3, on those lands described as PIN 73570-0243, Parcel 29802, Lot 20 & Part of Lot 21, Plan M-341, Lot 11, Concession 5, Township of Neelon, for a period of three months until October 31, 2019 as outlined in the report entitled "Phu Nguyen" from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on July 8, 2019.

**CARRIED**

**Extension to Draft Plan of Subdivision Approval for Royal Oaks Subdivision (Nickeldale), Sudbury - Dalron Construction Limited**

PL2019-98 Sizer/Landry-Altmann: THAT the City of Greater Sudbury's delegated official be directed to amend the conditions of draft approval for a plan of subdivision on those lands described as Part of Plans M-1044 and M-1045, Lots 2 & 3, Concession 6, Township of McKim, File # 780-6/89023, as outlined in the report entitled "Extension to Draft Plan of Subdivision Approval for Royal Oaks Subdivision (Nickeldale), Sudbury - Dalron Construction Limited" from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on June 10, 2019, upon payment of Council's processing fee in the amount of \$2731.75, as follows:

1. By deleting the words "Infrastructure Services" and replacing them with "Growth and Infrastructure" in Condition #23, #27, #42 and #44.
2. By deleting Condition #22 entirely and replacing it with the following: "22. That this draft approval shall lapse on April 27, 2022."
3. By adding the words "A soils caution agreement, if required, shall be registered on title, to the satisfaction of the Chief Building Official and the City Solicitor." at the end of Condition #27.
4. By deleting Condition #28 entirely and replacing it with the following: "28. Prior to the submission of servicing plans, the owner shall have a Stormwater Management Report and plan prepared, signed, sealed, and dated by a professional engineer with a valid certificate of authorization. Said report shall establish how the quantity and quality of stormwater will be managed for the subdivision development and assess the impact of stormwater runoff from this developed Subdivision on abutting lands, on the downstream storm sewer outlet systems and on downstream water courses. The report shall establish how the quantity of stormwater

generated by the subdivision will be controlled to 85% of the pre-development flow for the 1:5, 1:100 and Regional Storm events. The owner shall be required to submit a comprehensive drainage plan of the subject property and any upstream areas draining through the subdivision. The quality of the stormwater must meet an enhanced level treatment as defined by the MECP. The plan shall be submitted to the satisfaction of the Director of Planning Services. The major storm flow path shall be clearly delineated on the stormwater management and subdivision grading plans. Major storm overland flow for the subdivision is to remain within City road allowances and City drainage blocks. The civil engineering consultant shall meet with the Development Approvals Section prior to commencing the Stormwater Management Report. The stormwater management report and plan must also be reviewed and approved to the satisfaction of Conservation Sudbury, in order to protect the co-efficiency of the Flood Control Structures, at the Maley Reservoir and Nickeldale Reservoir."

5. By adding the words "A lot grading agreement, if required, shall be registered on title, to the satisfaction of the Director of Planning Services and the City Solicitor." at the end of Condition #30.

6. By adding the words "If required, a noise attenuation agreement will be registered on title for the affected lots to the satisfaction of the Chief Building Official." at the end of Condition #41.

7. By adding the word "Services" after "Director of Planning" in Condition #43.

8. By adding a new Condition #45 as follows: "45. That in accordance with Section 59(4) of the Development Charges Act, a notice of agreement shall be registered on title to ensure that persons who first purchase the subdivided land after registration of the plan of subdivision are informed, at the time the land is transferred, of all development charges related to development."

9. By adding a new Condition #46 as follows: "46. Prior to final approval, the owners/applicants shall, to the satisfaction of the Director of Planning Services, demonstrate that all relevant requirements set out by the Province under the Endangered Species Act have been satisfied."

10. By adding a new condition #47 as follows: "47. That resolutions CC2015-335 and CS2016-380A2 be complied with."

**CARRIED**

### **Small Scale Breweries and Distilleries**

PL2019-99 McCausland/Landry-Altmann: WHEREAS, the City of Greater Sudbury's Food Strategy acknowledges the value of culinary tourism and the attractiveness of independently owned restaurants and microbreweries, and the linkages to supporting local food production;

AND WHEREAS, there is growing interest in the development of small-scale breweries and distilleries (e.g. micro-breweries and brew pubs);

AND WHEREAS, the Zoning By-law for the City of Greater Sudbury currently recognizes a brewery as a form of food processing plant limited to the M1, M2 and M3 zone, regardless of quantity;

NOW THEREFORE BE IT RESOLVED that City staff be directed to evaluate options for amending the City's Zoning By-law to establish a framework to accommodate small-scale breweries and distilleries, including a review of best practices; and that staff report back with

findings and recommendation by the end of 2019.

**CARRIED**

### **Adopting, Approving or Receiving Items in the Consent Agenda**

The following resolution was presented:

CC2019-217 McCausland/Bigger: THAT the City of Greater Sudbury approves Consent Agenda Items C-1 to C-9 inclusive.

**CARRIED**

The following are the Consent Agenda Items:

### **Minutes**

C-1 Planning Committee Minutes of May 27, 2019

CC2019-218 Bigger/McCausland: THAT the City of Greater Sudbury adopts the Planning Committee meeting minutes of May 27, 2019.

**CARRIED**

C-2 Special City Council Minutes of May 28, 2019

CC2019-219 McCausland/Bigger: THAT the City of Greater Sudbury adopts the Special City Council meeting minutes of May 28, 2019.

**CARRIED**

C-3 City Council Minutes of May 28, 2019

CC2019-220 Bigger/McCausland: THAT the City of Greater Sudbury adopts the City Council meeting minutes of May 28, 2019.

**CARRIED**

C-4 Operations Committee Minutes of June 3, 2019

CC2019-221 McCausland/Bigger: THAT the City of Greater Sudbury adopts the Operations Committee meeting minutes of June 3, 2019.

**CARRIED**

C-5 Special City Council Minutes of June 4, 2019

CC2019-222 Bigger/McCausland: THAT the City of Greater Sudbury adopts the Special City Council meeting minutes of June 4, 2019.

**CARRIED**

C-6 Audit Committee Minutes of June 4, 2019

CC2019-223 McCausland/Bigger: THAT the City of Greater Sudbury adopts the Audit Committee meeting minutes of June 4, 2019.

**CARRIED**



C-7 Finance and Administration Committee Minutes of June 4, 2019

CC2019-224 Bigger/McCausland: THAT the City of Greater Sudbury adopts the Finance and Administration Committee meeting minutes of June 4, 2019.

**CARRIED**

C-8 Emergency Services Committee Minutes of June 5, 2019

CC2019-225 McCausland/Bigger: THAT the City of Greater Sudbury adopts the Emergency Services Committee meeting minutes of June 5, 2019.

**CARRIED**

C-9 Hearing Committee Minutes of June 5, 2019

CC2019-226 Bigger/McCausland: THAT the City of Greater Sudbury adopts the Hearing Committee meeting minutes of June 5, 2019.

**CARRIED**

**Presentations**

1 Transit Action Plan Update

Report dated June 26, 2019 from the Interim General Manager of Community Development regarding Transit Action Plan Update.

Michelle Ferrigan, Director of Transit Services, provided an electronic presentation regarding Transit Action Plan Update for information only.

2 Annual IT Strategic Plan Update to Council

Report dated June 26, 2019 from the Director of Information Technology regarding Annual IT Strategic Plan Update to Council.

Kevin Fowke, General Manager of Corporate Services and Peter Taylor, Director of Information Technology, provided an electronic presentation regarding Annual IT Strategic Plan Update to Council for information only.

**Managers' Reports**

R-1 Application for Development Cost Sharing for Auger Avenue Extension

Report dated June 26, 2019 from the General Manager of Growth and Infrastructure regarding Application for Development Cost Sharing for Auger Avenue Extension.

The following resolution was presented:

CC2019-227 Sizer/Jakubo: THAT the City of Greater Sudbury approves the cost sharing application by 1582628 Ontario Ltd. and 1929874 Ontario Inc. for the extension of Auger Avenue east from Falconbridge Road to the City's Frobisher Depot property, subject to parameters outlined in the report entitled "Cost Sharing Application for Auger Avenue Extension" dated June 5, 2019 from the General Manager of Growth and Infrastructure;

AND THAT the Executive Director of Finance, Assets and Fleet be directed to negotiate and enter into a Development Charge Credit agreement with 1582628 Ontario Ltd. and 1929874

Ontario Inc. for the extension of Auger Avenue from Falconbridge Road east to the City's Frobisher Depot property;

AND THAT the General Manager of Growth and Infrastructure be directed to negotiate and enter into a Cost Sharing Agreement with 1582628 Ontario Ltd. and 1929874 Ontario Inc. for the extension of Auger Avenue from Falconbridge Road east to the City's Frobisher Depot property, which includes the parameters outlined in the report;

AND FURTHER THAT Development Charge Credits of 50% be funded from combination of the Development Charges Reserve Fund - Roads and the Capital Financing Reserve Fund - General and that the City cost sharing portion of 25% be included and funded in the 2020 Capital Budget.

**CARRIED**

R-2 Revisions to the Payment of Expenses for Members of Council and Municipal Employees

Report dated June 26, 2019 from the General Manager of Corporate Services regarding Revisions to the Payment of Expenses for Members of Council and Municipal Employees.

Rules of Procedure

Councillor McIntosh moved that the order of the options be changed to deal with Option two (2) first.

**CARRIED BY TWO-THIRDS MAJORITY**

The following resolution was presented:

CC2019-228 Sizer/Jakubo: THAT the City of Greater Sudbury approves Option 2 relating to the reimbursement of expenses for alcohol as a business hospitality expense;

AND THAT the Payment of Expenses for Members of Council and Municipal Employees by-law be updated accordingly.

(Option 2: That the City of Greater Sudbury no longer reimburses the purchase of alcohol. If alcohol part of the business hospitality it is recommended that Members of Council and Employees utilize licensed establishments so that the risk belongs with the licensed establishment serving the alcohol to the individuals.)

Rules of Procedure

Councillor McIntosh presented the following amendment:

CC2019-228A-1 McIntosh/Cormier: THAT the resolution be amended as follows:

Subject to alcohol being permitted where it is included in the price of a ticket.

**CARRIED**

The resolution as amended was presented:

CC2019-228 Sizer/Jakubo: THAT the City of Greater Sudbury approves Option 2 relating to the reimbursement of expenses for alcohol as a business hospitality expense;

AND THAT the Payment of Expenses for Members of Council and Municipal Employees by-law be updated accordingly.

Subject to alcohol being permitted where it is included in the price of a ticket.

(Option 2: That the City of Greater Sudbury no longer reimburses the purchase of alcohol. If alcohol part of the business hospitality it is recommended that Members of Council and Employees utilize licensed establishments so that the risk belongs with the licensed establishment serving the alcohol to the individuals.)

**CARRIED**

R-3 GSU Shareholder Declaration Recommendation

Report dated June 26, 2019 from the General Manager of Corporate Services regarding GSU Shareholder Declaration Recommendation.

Motion For Deferral

Councillor Signoretti moved to defer this item to the September 24, 2019 City Council meeting in order to review reports from the Auditor General.

**DEFERRED**

R-4 Award of Paquette-Whitson Municipal Drain

Report dated June 26, 2019 from the General Manager of Growth and Infrastructure regarding Award of Paquette-Whitson Municipal Drain.

The following resolution was presented:

CC2019-229 Jakubo/Sizer: THAT the City of Greater Sudbury affirms their support of the Paquette-Whitson Municipal Drain under section 4(1 )(c) of the Drainage Act and remains the petitioner; and

FURTHER THAT the City of Greater Sudbury approves the combined allocation of \$2.3 million from the Drainage and Stormwater Management Reserve Fund and Storm Water Management Reserve Fund and \$1.83 million from the Capital General Holding Account Reserve in order to award, as outlined in the report entitled "Award of Paquette-Whitson Municipal Drain", from the General Manager of Growth and Infrastructure, presented at the City Council meeting on July 9, 2019.

**CARRIED**

**By-Laws**

The following resolution was presented:

CC2019-230 Sizer/Jakubo: THAT the City of Greater Sudbury read and pass By-law 2019-111 to and including By-law 2019-121Z.

**CARRIED**

The following are the By-laws:

2019-111 A By-law of the City of Greater Sudbury to Confirm the Proceedings of Council at its Meeting of July 9th, 2019

- 2019-112 A By-law of the City of Greater Sudbury to Repeal By-law 2015-241 being a By-law of the City of Greater Sudbury Regarding Deferral of Payment of Development Charges for Certain Residential Development  
City Council Resolution #CC2019-188  
(This by-law repeals By-law 2015-241 in accordance with Council directions.)
- 2019-113 A By-law of the City of Greater Sudbury to Authorize the Cancellation, Reduction or Refund of Realty Taxes  
Hearing Committee Resolution #HC2019-04  
(This by-law provides for tax adjustments under Sections 357 and 358 of the Municipal Act, 2001 for properties eligible for cancellation, reduction or refund of realty taxes.)
- 2019-114 A By-law of the City of Greater Sudbury to Close Two Unopened Lane Allowances in Sudbury Described as PINs 02131-0078(LT) and 02131-0079(LT)  
Planning Committee Resolution #PL2019-78  
(This by-law closes up unopened laneways east and west of unopened Kehoe Street which lands form part of O'Connor Park, Sudbury.)
- 2019-115 A By-law of the City of Greater Sudbury to Close Part of Kingsway Road Allowance, being Parts 2 and 5 on 53R-17942  
Planning Committee Resolution #PL2019-78  
(This by-law closes up that part of the Kingsway road allowance being transferred to Benc Hotel Holding Limited.)
- 2019-116 A By-law of the City of Greater Sudbury to Authorize the Purchase of Part of 225 Falconbridge Road Described as Parts 7 and 8 on Plan 53R-17942 from Benc Hotel Holdings Limited and the Sale of Parts 2 and 5 on Plan 53R-17942 to Benc Hotel Holdings Limited  
Planning Committee Meeting of July 8th, 2019  
(This by-law authorizes the exchange of closed road allowance for lands to form part of Falconbridge Road and delegates authority to effect the purchase and sale.)
- 2019-117 A By-law of the City of Greater Sudbury to Declare Certain Parcels of Land to be Part of the City Road System  
Planning Committee Resolution #PL2019-75  
(This by-law dedicates as roadway lands acquired by the City from Benc Hotel Holdings Limited for road purposes to be formally declared as a road.)
- 2019-118Z 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 #PL2019-72  
(This by-law updates the Zoning By-law to reflect the legalization of recreational cannabis in Canada.)

- 2019-119Z 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 #PL2019-61  
(This by-law rezones the subject property to "H49I(49)", Holding Institutional Special in order to permit a 192-bed long-term care facility on lands located south of the Scenic View subdivision – Timestone Corporation - Nottingham Avenue, Sudbury.)
- 2019-120Z 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  
City Council Resolution #CC2019-152  
This by-law rezones the subject property to a revised "R3(67)", Medium Density Residential Special in order to provide a site-specific exception to the Model Homes provisions of Section 4.20 - St. Albert Street and Errington Avenue South, Chelmsford.)
- 2019-121Z 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 Meeting of July 8th, 2019  
(This by-law rezones the subject lands to "R2-2(39)", Residential Low Density Two Special in order to permit a multiple dwelling containing a maximum of three (3) dwelling units in addition to the uses permitted in the R2-2 zone - Chico Vaillancourt - 55 Main Street East, Chelmsford.)

## **Members' Motions**

M-1 **Request to Rename C Street in Lively to Len Turner Drive**

Motion for Deferral

Councillor Vagnini moved to defer this item to the City Council meeting on August 13, 2019.

**CARRIED**

M-2 **Commencement Times for Operations and Community Services Committees**

The following resolution was presented:

CC2019-231 McIntosh/McCausland: WHEREAS By-law 2019-51, being a By-law of the City of Greater Sudbury regarding Committees of Council and Advisory Panels, provides for meetings of Operations Committee to commence at 4:00 p.m. and of the Community Services Committee to commence at 6:00 p.m. on the third Monday of every month;

AND WHEREAS Members of the Operations and Community Services Committees wish to have their meetings commence at 2:00 p.m. and 4:30 p.m. respectively, and further wish to provide that the Operations Committee meeting must adjourn at least fifteen minutes prior to the time scheduled for the commencement of the Community Services Committee meeting;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to prepare the necessary by-law to be presented at the July 9th, 2019 Council meeting to amend By-law 2019-51 by amending:

(a) the Terms of Reference for the Community Services Committee to provide for meetings to commence at 4:30 p.m.; and

(b) the Terms of Reference for the Operations Committee to provide for meetings to commence at 2:00 p.m. and adjourn no later than 15 minutes prior to the time the Community Services Committee meeting is scheduled to commence.

Rules of Procedure

Councillor McIntosh presented a friendly amendment to change the date for the by-law to August 13, 2019.

The resolution as amended was presented:

CC2019-231 McIntosh/McCausland: WHEREAS By-law 2019-51, being a By-law of the City of Greater Sudbury regarding Committees of Council and Advisory Panels, provides for meetings of Operations Committee to commence at 4:00 p.m. and of the Community Services Committee to commence at 6:00 p.m. on the third Monday of every month;

AND WHEREAS Members of the Operations and Community Services Committees wish to have their meetings commence at 2:00 p.m. and 4:30 p.m. respectively, and further wish to provide that the Operations Committee meeting must adjourn at least fifteen minutes prior to the time scheduled for the commencement of the Community Services Committee meeting;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to prepare the necessary by-law to be presented at the August 13, 2019 Council meeting to amend By-law 2019-51 by amending:

(a) the Terms of Reference for the Community Services Committee to provide for meetings to commence at 4:30 p.m.; and

(b) the Terms of Reference for the Operations Committee to provide for meetings to commence at 2:00 p.m. and adjourn no later than 15 minutes prior to the time the Community Services Committee meeting is scheduled to commence.

**CARRIED**

M-3 **Downtown Sudbury Board of Management By-Law Amendment**

*Councillor Vagnini departed at 4:49 p.m.*

Motion for Deferral

Councillor Leduc moved to defer this item until the City Council meeting of September 24, 2019 in order to review a report from the Auditor General.

**LOST**

Councillor Leduc withdrew his motion.

Councillor Vagnini, having declared a conflict of interest in the foregoing matter, did not take part in the discussion, vote on any matter or try to influence the vote in respect thereof.

*Councillor Vagnini returned at 4:59 p.m.*

M-4 **Request for Review of By-Laws 2009-101 and 2011-277**

Motion for Deferral

Councillor Landry-Altmann moved to defer this item to the City Council meeting of August 13, 2019.

**DEFERRED**

M-5 **Request For a Commercial Advertising Policy**

The following resolution was presented:

CC2019-232 McCausland/Bigger: WHEREAS the City of Greater Sudbury encourages external advertising on a variety of municipal assets as a method of generating non-tax based revenue for the municipality;

AND WHEREAS the City of Greater Sudbury wishes to ensure that all advertising meets the standards set out by the Canadian Code of Advertising Standards (CCAS), the freedoms of expression protected under the Charter of Rights and Freedoms and the City of Greater Sudbury's Corporate Identity and Vision;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury direct that staff bring forward a report for Council's consideration to establish a Commercial Advertising Policy which adheres to the CCAS, Federal and Provincial Statutes, as well as municipal by-laws and/or policies, in the fourth quarter of 2019.

**CARRIED**

**Correspondence for Information Only**

I-1 **Transit Update - Investing in Canada Infrastructure Program (ICIP)**

Report dated June 25, 2019 from the Interim General Manager of Community Development regarding Transit Update - Investing in Canada Infrastructure Program (ICIP).

For Information Only.

**Addendum**

No Addendum was presented.

**Civic Petitions**

No Civic Petitions were submitted.

**Question Period**

No Questions were asked.

**Adjournment**

Montpellier/Signoretti: THAT this meeting does now adjourn. Time: 5:06 p.m.

**CARRIED**

---

Mayor Brian Bigger, Chair

---

Eric Labelle, City Solicitor and  
Clerk



## Minutes

### City Council Minutes of 7/10/19

Location:	Tom Davies Square - Council Chamber
Commencement:	10:10 AM
Adjournment:	12:24 PM

## His Worship, Mayor Brian Bigger, In the Chair

Present	Councillors McCausland, Kirwan, Jakubo, Sizer [D 12:20 p.m.], McIntosh, Leduc, Landry-Altmann, Mayor Bigger
City Officials	Ed Archer, Chief Administrative Officer; Kevin Fowke, General Manager of Corporate Services; Ian Wood, Interim General Manager of Community Development; Jason Ferrigan, Director of Planning Services; Michael MacIsaac, Executive Deputy Chief of Community Safety; Chantal Mathieu, Director of Environmental Services; Renee Higgins, Manager of 311 and Customer Services; Eric Labelle, City Solicitor and Clerk; Laura Kenyon, Court Clerk/Monitor; Melissa Lamontagne, Clerk's Services Assistant; Lisa Locken, Clerk's Services Assistant

### DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

### Managers' Reports

#### R-1 Council Strategic Plan Final Report

Report dated June 26, 2019 from the Chief Administrative Officer regarding Council Strategic Plan Final Report.

The following resolution was presented:

CC2019-233 McCausland/Kirwan: THAT the City of Greater Sudbury approves the 2019-2027 Strategic Plan as presented by the Chief Administrative Officer at the regular meeting of City Council of June 25, 2019.

#### Rules of Procedure

Councillor McIntosh presented the following amendment:

CC2019-233A1 McIntosh/Landry-Altmann: THAT the resolution be amended to include the

following:

THAT an additional strategic initiative be added as follows: "6.2E - 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;'

AND THAT in the work undertaken to fulfill the strategic goal of advancing the population health agenda, staff be directed to 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.

**CARRIED**

Rules of Procedure

Councillor McCausland presented the following amendment:

CC2019-233A2 McCausland/Kirwan: THAT the resolution be amended as follows:

That the Vision be replaced with the following:

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

**CARRIED**

Rules of Procedure

Councillor McCausland presented the following amendment:

CC2019-233A3 McCausland/Kirwan: THAT staff be directed to prepare for Council's consideration, a new objective related to community vibrancy, with related goals and initiatives.

**CARRIED**

Rules of Procedure

Councillor Jakubo presented the following amendment:

CC2019-233A4 Jakubo/Sizer: THAT the resolution be amended as follows:

That paragraph 2.4 be amended to replace "Downtown Sudbury" with "our Town Centres, nodes and corridors."

**CARRIED**

Rules of Procedure

CC2019-233A5 McCausland/Kirwan: THAT the resolution be amended as follows:

THAT paragraphs 4.2 B and 4.2 C be moved to appear as 2.4 C and 2.4 D.

**CARRIED**

Rules of Procedure

Councillor Landry-Altmann presented the following amendment:

CC2019-233A6 Landry-Altmann/Leduc: THAT the resolution be amended as follows:

That paragraph 4.4 A be amended to replace "Achieve project milestones associated with" with "Continue implementation of " and that the following be included after "Large Projects"

"including the Junction, the Kingsway Entertainment District and Place des Arts."

**CARRIED**

Rules of Procedure

Mayor Bigger presented the following amendment:

CC2019-233A7 Bigger/Landry-Altmann: THAT the resolution be amended as follows:

That paragraph 2.4 A be deleted.

**CARRIED**

Rules of Procedure

Councillor McCausland presented the following amendment:

CC2019-233A8 McCausland/Kirwan: THAT the resolution be amended as follows:

That a new paragraph 1.6 be included:

"Reflect principles of enterprise risk management and optimized risk management throughout the corporation."

**LOST**

*Councillor Sizer departed at 12:20 p.m.*

The resolution as amended was presented:

CC2019-233 McCausland/Kirwan: THAT the City of Greater Sudbury approves the 2019-2027 Strategic Plan as presented by the Chief Administrative Officer at the Special City Council meeting of July 10, 2019 subject to the following amendments:

THAT an additional strategic initiative be added as follows:" 6.2E - 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;"

AND THAT in the work undertaken to fulfill the strategic goal of advancing the population health agenda, staff be directed to 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;

THAT The Vision be replaced with the following:

"A Centre of excellence and opportunity - a vibrant community of communities living together."

THAT staff be directed to prepare for Council's consideration a new objective related to community vibrancy, with related goals and initiatives.THAT paragraph 2.4 be amended to replace "Downtown Sudbury" with "our Town Centres, nodes and corridors."

THAT paragraphs 4.2 B and 4.2 C be moved to appear as 2.4 C and 2.4 D.

THAT paragraph 4.4 A be amended to replace "Achieve project milestones associated with" with "Continue implementation of and that the following be included after "Large Projects":

"including the Junction, the Kingsway Entertainment District and Place des Arts."

THAT paragraph 2.4 A be deleted.

**CARRIED**

## **Members' Motion**

Councillor Landry-Altmann presented a Motion regarding the clearing of yards and vacant lots and property standards and asked that notice be waived.

### **WAIVED BY TWO-THIRDS MAJORITY**

The following resolution was presented:

CC2019-234 Landry-Altmann/Leduc: WHEREAS By-law 2009-101 being a by-law to Require the Clearing of Yards and Certain Vacant Lots, as well as By-law 2011-277 being a by-law to Prescribe Standards for the Maintenance and Occupancy of All Property have not been extensively reviewed since their creation;

AND WHEREAS the standards prescribed in those by-laws are minimum standards which could be raised to improve the quality of life and place and enhance the health and safety of all residents;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to undertake a review of the standards prescribed by By-laws 2009-101 and 2011-277 as amended, conduct comparisons with other municipalities, and present a report to Council in the 4th quarter of 2019 with recommendations to improve standards in both by-laws for Council's consideration.

### **CARRIED**

## **Addendum**

No Addendum was presented.

## **Civic Petitions**

No Civic Petitions were submitted.

## **Question Period**

No Questions were asked.

## **Adjournment**

Kirwan/McCausland: THAT this meeting does now adjourn. Time: 12:24 p.m.

### **CARRIED**

---

Mayor Brian Bigger, Chair

---

Eric Labelle, City Solicitor and Clerk

## Minutes

### Special City Council Minutes of 7/10/19

Location:	Tom Davies Square - Council Chamber
Commencement:	2:06 PM
Adjournment:	5:00 PM

## His Worship Mayor Brian Bigger, In the Chair

Present	Councillors McCausland, Kirwan, Jakubo, Sizer, McIntosh, Cormier, Leduc, Landry-Altmann [D 4:22 p.m.], Mayor Bigger
City Officials	Ed Archer, Chief Administrative Officer; Tony Cecutti, General Manager of Growth and Infrastructure; Michael MacIsaac, Executive Deputy Chief of Community Safety; Eric Labelle, City Solicitor and Clerk; Laura Kenyon, Court Clerk/Monitor; Melissa Lamontagne, Clerk's Services Assistant; Lisa Locken, Clerk's Services Assistant

### DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

The following resolution was presented:

CC2019-235 Sizer/McIntosh: THAT the City of Greater Sudbury moves to temporarily suspend the rules of the City of Greater Sudbury Procedure By-law 2019-50 for the portion of the Special City Council meeting of July 10, 2019 that relates to those matters on the Standard of Care - Safe Drinking Water Act Training portion of the agenda.

**CARRIED TWO-THIRDS MAJORITY**

### Standard of Care - Safe Drinking Water Act Training

Venkat Ramani, WCWC Trainer, provided an electronic presentation regarding Standard of Care - Safe Drinking Water Act Training for information only.

### Recess

At 3:47 p.m. Council recessed.

### Reconvene

At 3:58 p.m. Council reconvened.

### **Members' Motions**

No Motions were presented.

### **Addendum**

No Addendum was presented.

### **Civic Petitions**

No Civic Petitions were submitted.

### **Question Period**

No Questions were asked.

### **Adjournment**

McIntosh/Sizer: THAT this meeting does now adjourn. Time: 5:00 p.m.

**CARRIED**

---

Mayor Bigger, Chair

---

Eric Labelle, City Solicitor and  
Clerk

## Minutes

### Operations Committee Minutes of 8/12/19

Location:	Tom Davies Square - Council Chamber
Commencement:	9:04 AM
Adjournment:	10:40 AM

### **Councillor McIntosh, In the Chair**

Present	Councillors Signoretti [A 9:42 a.m.], McCausland, Kirwan, McIntosh, Leduc, Landry-Altmann
City Officials	David Shelsted, Director of Infrastructure Capital Planning; Joe Rocca, Traffic and Asset Management Supervisor; Randy Halverson, Director of Linear and Infrastructure Services; Tony De Silva, Roads Operations Engineer; Shelley Ahmed, 311 Training and Quality Assurance Coordinator; Brigitte Sobush, Manager of Clerk's Services/Deputy City Clerk; Franca Bortolussi, Acting Administrative Assistant to the City Solicitor and Clerk; Danielle Wicklander, Legislative Compliance Coordinator; Christine Hodgins, Legislative Compliance Coordinator; Lisa Locken, Clerk's Services Assistant; Melissa Lamontagne, Clerk's Services Assistant

### **DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**

None declared.

### **Presentations**

- 1 Bike Parking Program  
Report dated July 19, 2019 from the General Manager of Growth and Infrastructure regarding Bike Parking Program.  
Joe Rocca, Traffic and Asset Management Supervisor, provided an electronic presentation regarding the City's new Bike Parking Program, for information only.

### **Managers' Reports**

- R-1 Annual Pedestrian Crossover Program Update

#### Motion For Deferral

Councillor McCausland moved to defer this item in order for more information to be provided.

**DEFEATED**

The following resolution was presented:

OP2019-12 Kirwan/Landry-Altmann: THAT the City of Greater Sudbury implements a pedestrian crossover on Van Horne Street and Shaughnessy Street and prohibits parking and stopping within 30 metres of the pedestrian crossover to be installed;

AND THAT staff be directed to prepare a by-law to amend Traffic and Parking By-Law 2010-1 to implement the recommended changes, as outlined in the report entitled "Annual Pedestrian Crossover Program Update", from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on August 12, 2019.

**LOST**

R-2 Traffic Control - Buckingham Drive at Fairmount Drive

Report dated July 18, 2019 from the General Manager of Growth and Infrastructure regarding Traffic Control - Buckingham Drive at Fairmount Drive.

The following resolution was presented:

OP2019-13 Landry-Altmann/Kirwan: THAT the City of Greater Sudbury controls the intersection of Buckingham Drive and Fairmount Drive with a Yield sign facing northbound traffic;

AND THAT staff be directed to prepare a by-law to amend Traffic and Parking By-Law 2010-1 in the City of Greater Sudbury to implement the recommended changes, as outlined in the report entitled "Traffic Control – Buckingham Drive and Fairmount Drive", from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on August 12, 2019.

**CARRIED**

R-3 Active Transportation Winter Maintenance Policy

Report dated July 31, 2019 from the General Manager of Growth and Infrastructure regarding Active Transportation Winter Maintenance Policy.

The following resolution was presented:

OP2019-14 Kirwan/Landry-Altmann: THAT the City of Greater Sudbury approves the active transportation winter maintenance policy for designated cycling facilities, sidewalks and off-road/recreational trails, as outlined in the report entitled "Active Transportation Winter Maintenance Policy", from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on August 12, 2019.

**CARRIED**

R-4 Protocols and Policies to Declare a Significant Weather Event

Report dated July 31, 2019 from the General Manager of Growth and Infrastructure regarding Protocols and Policies to Declare a Significant Weather Event.

The following resolution was presented:

OP2019-15 Landry-Altmann/Kirwan: THAT the City of Greater Sudbury amends its current Winter Control Policy to include the process for the "Declaration of Significant Weather Event" as per the procedures outlined in O.Reg 239/02 (May 3, 2018), Minimum Maintenance



Standards as outlined in the report entitled "Protocols and Policies to Declare a Significant Weather Event", from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on August 12, 2019.

**CARRIED**

### **Members' Motions**

No Motions were presented.

### **Correspondence for Information Only**

I-1      Right Hand Turn Lane on Municipal Road 80 onto Alexandre Street

Report dated July 18, 2019 from the General Manager of Growth and Infrastructure regarding Right Hand Turn Lane on Municipal Road 80 onto Alexandre Street.

For Information Only.

### **Addendum**

No Addendum was presented.

### **Civic Petitions**

No Civic Petitions were submitted.

### **Question Period**

Please visit:

<http://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1344&lang=en> to view any questions asked.

### **Adjournment**

Kirwan/Landry-Altmann: THAT this meeting does now adjourn. Time: 10:40 a.m.

**CARRIED**

---

Brigitte Sobush, Manager of Clerk's  
Services/Deputy City Clerk

## Minutes

### Community Services Committee Minutes of 8/12/19

Location:	Tom Davies Square - Council Chamber
Commencement:	11:19 AM
Adjournment:	12:26 PM

## Councillor Lapierre, In the Chair

Present Councillors McCausland, Kirwan, Lapierre, Sizer, McIntosh, Leduc  
Councillor Landry-Altman

City Officials Ian Wood, Interim General Manager of Community Development; Luisa Valle, Director of Children and Citizen Services; Barbara Dubois, Director of Housing Operations; Aaron Archibald, Director of North East Centre of Excellence for Seniors Health; Kelly Gravelle, Deputy City Solicitor; Brigitte Sobush, Manager of Clerk's Services/Deputy City Clerk; Franca Bortolussi, Acting Administrative Assistant to the City Solicitor and Clerk; Danielle Wicklander, Legislative Compliance Coordinator; Christine Hodgins, Legislative Compliance Coordinator; Lisa Locken, Clerk's Services Assistant; Melissa Lamontagne, Clerk's Services Assistant

### DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

### Managers' Reports

#### R-1 Tenant Engagement Update

Report dated July 26, 2019 from the Interim General Manager of Community Development regarding Tenant Engagement Update.

#### Motion for Deferral

Councillor Lapierre moved to defer this item to the Community Services Committee meeting of September 16, 2019.

Councillor Lapierre withdrew his Motion for Deferral.

#### Motion for Referral

Councillor Kirwan moved to refer this item to the City Council meeting of September 24, 2019 in order to provide more information.

**REFERRED**

### **Members' Motions**

No Motions were presented.

### **Correspondence for Information Only**

I-1 **Pioneer Manor - 2nd Quarter Report**

Report dated July 26, 2019 from the Interim General Manager of Community Development regarding Pioneer Manor - 2nd Quarter Report.

For Information Only.

I-2 **Changes to Social Assistance Employment Programs Update**

Report dated July 24, 2019 from the Interim General Manager of Community Development regarding Changes to Social Assistance Employment Programs Update.

For Information Only.

I-3 **Flour Mill Museum Relocation Update**

Report dated July 23, 2019 from the Interim General Manager of Community Development regarding Flour Mill Museum Relocation Update.

For Information Only.

### **Addendum**

No Addendum was presented.

### **Civic Petitions**

No Civic Petitions were submitted.

### **Question Period**

Please visit:

<https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1356&lang=en> to view the questions asked.

### **Adjournment**

McIntosh/McCausland: THAT this meeting does now adjourn. Time: 12:26 p.m.

**CARRIED**

---

Brigitte Sobush, Manager of Clerk's  
Services/Deputy City Clerk

## Minutes

### Planning Committee Minutes of 8/12/19

Location:	Tom Davies Square - Council Chamber
Commencement:	2:05 PM
Adjournment:	4:01 PM

## Councillor Cormier, In the Chair

Present Councillors Cormier, McCausland, Kirwan, Sizer, Landry-Altmann

City Officials Jason Ferrigan, Director of Planning Services; Alex Singbush, Manager of Development Approvals; Robert Webb, Supervisor of Development Engineering; Kris Longston, Manager of Community and Strategic Planning; Glen Ferguson, Senior Planner; Brigitte Sobush, Manager of Clerk's Services/Deputy City Clerk; Franca Bortolussi, Acting Administrative Assistant to the City Solicitor and Clerk; Danielle Wicklander, Legislative Compliance Coordinator; Christine Hodgins, Legislative Compliance Coordinator; Lisa Locken, Clerk's Services Assistant; Melissa Lamontagne, Clerk's Services Assistant

## DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

## Addendum

No Addendum was presented.

## Public Hearings

- 1 **The Planning Committee meeting was adjourned and the Public Hearing was opened to deal with the following application:**

Report dated July 11, 2019 from the General Manager of Growth and Infrastructure regarding Denis & Lise Henri - Application to extend a temporary use by-law in order to permit a Garden Suite for an additional three years, 2996 Valleyview Road, Val Caron.

Lise Henri, the applicant was present.

Glen Ferguson, Senior Planner, outlined the report.

Glen Ferguson, Senior Planner, stated that staff make contact with land owners when their expiry is approaching. He further stated that garden suites are initially approved for ten (10) years and the Planning Act allows for three (3) year extensions.

Glen Ferguson, Senior Planner, stated that the Planning Act only allows for a maximum of three (3) year extensions after the initial ten (10) year approval.

Ms. Henri stated that she was not notified by Planning staff that her application was expiring.

The Chair asked whether there was anyone in the audience who wished to speak in favour or against this application and seeing none:

**The Public Hearing concerning this matter was closed and the Planning Committee resumed in order to discuss and vote on the application.**

The following resolution was presented:

Rules of Procedure

With the concurrence of the Committee, the reading of the resolution was waived.

PL2019-100 Kirwan/Landry-Altmann: THAT the City of Greater Sudbury approves the application by Denis & Lise Henri to amend Zoning By-law 2010-100Z with respect to those lands described as PIN 73500-0087, Parcel 46360, Part 1, Plan 53R-9283, Lot 12, Concession 5, Township of Blezard, to extend a Garden Suite permission in accordance with Section 39 of the Planning Act for an additional three years, as outlined in the report entitled "Denis & Lise Henri" from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on August 12, 2019.

**YEAS:** Councillors Cormier, McCausland, Kirwan, Sizer, Landry-Altmann  
**CARRIED**

As no public comment, written or oral was received, there was no effect on the Planning Committee's decision.

2 **The Planning Committee meeting was adjourned and the Public Hearing was opened to deal with the following application:**

Report dated July 23, 2019 from the General Manager of Growth and Infrastructure regarding Harini Krupa Inc. – Application for Zoning By-law Amendment in order to permit a dog training school within an existing commercial building, 450 Municipal Road #55, Lively.

Harini Krupa Inc., the applicant, was not present.

Glen Ferguson, Senior Planner, outlined the report.

The Chair asked whether there was anyone in the audience who wished to speak in favour or against this application and seeing none:

**The Public Hearing concerning this matter was closed and the Planning Committee resumed in order to discuss and vote on the application.**

The following resolution was presented:

PL2019-101 Kirwan/Landry-Altmann: THAT the City of Greater Sudbury approves the application by Harini Krupa Inc. to amend Zoning By-law 2010-100Z by changing the zoning classification on the subject lands from "C2", General Commercial to "C2(S)", General

Commercial Special on those lands described as PINs 73378-0482, 73378-0483, 73378-0493, 73378-0494, 73378-0497, and Part of PIN 73378-0722, Parts 1 & 2, Plan SR3322, Parcels 10755, 11058, 11066, 16793 & 21345A, Lot 7, Concession 4, Township of Waters, as outlined in the report entitled “Harini Krupa Inc.” from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on August 12, 2019, subject to the following conditions:

1. That prior to the passing of an amending zoning by-law:

a) The owner shall apply for a building permit for a change of use to the satisfaction of the Chief Building Official;

b) That the owner shall provide a parking layout plan demonstrating compliance with all parking space provisions of the Zoning By-law to the satisfaction of the Director of Planning Services; and,

c) That the owner prepare and confirm a floor layout plan for the internal space to be occupied by the dog training school to the satisfaction of the Director of Planning Services.

2. That the amending zoning by-law contain the following site-specific provisions:

a) That in addition to those uses permitted in the parent “C2” Zone, an indoor dog training school and related indoor accessory uses also shall be permitted within the existing building;

b) That the indoor dog training school permission not extend to or include any breeding, raising and/or boarding of domestic animals or household pets;

c) That no outdoor activity areas, outdoor dog runs, open animal pens or any other outdoor accessory uses in relation to the indoor dog training school be permitted;

d) That no buffer to any residential building or residential zone be required;

e) That the indoor dog training school be entirely contained within the existing building and be limited to having a maximum floor area as it existed on July 12, 2019; and,

f) That any site-specific relief related to the parking provisions of the Zoning By-law be provided.

3. That conditional approval shall lapse on August 13, 2021 unless Condition #1 above has been met or an extension has been granted by Council.

**YEAS:** Councillors Cormier, McCausland, Kirwan, Sizer, Landry-Altmann

**CARRIED**

As no public comment, written or oral, was received, there was no effect on the Planning Committee's decision.

**3 The Planning Committee meeting was adjourned and the Public Hearing was opened to deal with the following application:**

Report dated July 23, 2019 from the General Manager of Growth and Infrastructure regarding Shane Ross – Application for Zoning By-law Amendment in order to recognize an existing multiple dwelling containing three residential dwelling units, 91 & 93 Dell Street, Sudbury.

Shane Ross, the applicant, was not present.

Glen Ferguson, Senior Planner, outlined the report.

Glen Ferguson, Senior Planner, stated that if the application was denied, the extra unit would need to be removed, which would be dealt with through Building Services and the By-law department.

Glen Ferguson, Senior Planner, stated that the applicant provided a sketch outlining a proposal for four (4) parking spaces in the front yard. As part of the rezoning application, they proposed to landscape the entirety of parking space number one (1) with green landscape as well as the strip between parking space two (2) and three (3). The applicant calculated that this collectively would be the 25% of required landscaping. The applicant also indicated that the stairs leading to the sidewalk would be hard landscaped, which would be an established walkway considered landscaping open space under definition of the by-law.

Jason Ferrigan, Director of Planning Services, stated that it is not the city's goal to eliminate triplexes as a form of residential living. This dwelling is located in an older established neighbourhood within the city and developed prior to the Planning Act coming into effect. In 2010, Council passed by-law 2010-100Z which established the R2-2 Zone in this area on the recommendation of staff. When staff reviewed this application they looked very specifically at the properties that abut it as well as properties in the area to make sure it is an appropriate level of intensification. He further stated that their job is to provide the Planning Committee with the best advice which should be taken under advisement before rendering a decision. He advised that he believes this application was brought forward after a recent purchase of sale transaction of the property. He cannot speculate if the owner was trying to legitimize the property.

Jason Ferrigan, Director of Planning Services, stated that this application is a proposal for intensification. When you have such a proposal, you need to look at the surrounding environment and if the application will have a negative impact on it. The Official Plan speaks to intensifying in areas and sets out very clear criteria that staff uses in assessing these proposals, one of which is the ability to provide adequate parking. In reviewing this application, it does not meet all the criteria that needs to be met for intensification.

Glen Ferguson, Senior Planner, stated that no negative comments were received.

Glen Ferguson, Senior Planner, stated that the traffic section reviewed the application and one of the area of concern was safety in ingress areas which would provide a shorter frontage for parking. He advised that currently vehicles are parking across the city right of way. The department also had concerns, because of the reduced frontage, regarding other recreational vehicles and snow will be stored.

Glen Ferguson, Senior Planner, stated that Building Services has no record of how long the third unit has existed. The applicant is the new owner of the property and they are not sure when it was added.

Jason Ferrigan, Director of Planning Services, stated it is appropriate to use Official Plan framework to assess additions that are already in place which is the case with this application. It gives the City the opportunity to assess a proposal of this type and how it measures against the community standards that Council has imposed.

Glen Ferguson, Senior Planner, stated that the required parking spaces are 1.5 per dwelling unit. As a duplex three (3) parking spaces would be required and as a multiple dwelling five (5) parking spaces are required.

Alex Singbush, Manager of Development Approvals, stated that purchasers often do a



property search through Building Services, which is usually completed by a law firm upon closing. It is the choice of the buyer. They can request a permit history search and this property would likely be listed as a two (2) family dwelling.

The Chair asked whether there was anyone in the audience who wished to speak in favour or against this application and seeing none:

**The Public Hearing concerning this matter was closed and the Planning Committee resumed in order to discuss and vote on the application.**

The following resolution was presented:

PL2019-102 Landry-Altmann/Kirwan: THAT the City of Greater Sudbury denies the application by Shane Ross to amend Zoning By-law 2010-100Z by changing the zoning classification on the subject lands from "R2-2", Low Density Residential Two to "R2-2(S)", Low Density Residential Two Special on those lands described as PIN 02130-0142, Lot 297, Plan 18S, Lot 5, Concession 4, Township of McKim, as outlined in the report entitled "Shane Ross" from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on August 12, 2019.

**YEAS:** Councillors Sizer, Kirwan

**NAYS:** Councillors Cormier, McCausland, Landry-Altmann  
**DEFEATED**

#### Recess

At 3:24 p.m. the Committee recessed.

#### Reconvene

At 3:46 p.m. the Committee reconvened.

#### Rules of Procedure

The following alternate resolution was presented:

PL2019-103 Landry-Altmann/McCausland: THAT the City of Greater Sudbury approves the application by Shane Ross to amend Zoning By-law 2010-100Z by changing the zoning classification of the subject lands from "R2-2", Low Density Residential Two to "R2-2(S)", Low Density Residential Two Special on those lands described as PIN 02130-0142, Lot 297, Plan 18S, Lot 5, Concession 4, Township of McKim, presented at the Planning Committee meeting on August 12, 2019, subject to the following conditions:

1. That prior to the passing of the amending zoning by-law:

a. The owner shall submit a building permit application to permit the third residential dwelling unit to the satisfaction of the Chief Building Official; and,

b. That the owner install and landscape a minimum of 25% landscaped open space in the existing front yard to the satisfaction of the Director of Planning Services.

2. That the amending zoning by-law include the following site specific provisions:

a. That a multiple dwelling containing a maximum of three residential dwelling units be permitted in addition to those uses permitted in the parent "R2-2" Zone;

b. That three parking spaces located in the front yard shall be required and be permitted to

encroach into the Dell Street right-of-way;

c. That a minimum of 25% landscaped open space in the front yard be required; and,

d. That any other relief determined to be required to implement the amending zoning by-law shall be permitted.

3. That conditional approval shall lapse on August 13, 2021 unless Condition #1 above has been met or an extension granted by Council.

#### Rules of Procedure

Councillor Landry-Altmann presented a friendly amendment to change the date in condition 3 from '2021' to '2020'.

The following is the resolution with the inclusion of the friendly amendment:

PL2019-103 Landry-Altmann/McCausland: THAT the City of Greater Sudbury approves the application by Shane Ross to amend Zoning By-law 2010-100Z by changing the zoning classification of the subject lands from "R2-2", Low Density Residential Two to "R2-2(S)", Low Density Residential Two Special on those lands described as PIN 02130-0142, Lot 297, Plan 18S, Lot 5, Concession 4, Township of McKim, presented at the Planning Committee meeting on August 12, 2019, subject to the following conditions:

1. That prior to the passing of the amending zoning by-law:

a. The owner shall submit a building permit application to permit the third residential dwelling unit to the satisfaction of the Chief Building Official; and,

b. That the owner install and landscape a minimum of 25% landscaped open space in the existing front yard to the satisfaction of the Director of Planning Services.

2. That the amending zoning by-law include the following site specific provisions:

a. That a multiple dwelling containing a maximum of three residential dwelling units be permitted in addition to those uses permitted in the parent "R2-2" Zone;

b. That three parking spaces located in the front yard shall be required and be permitted to encroach into the Dell Street right-of-way;

c. That a minimum of 25% landscaped open space in the front yard be required; and,

d. That any other relief determined to be required to implement the amending zoning by-law shall be permitted.

3. That conditional approval shall lapse on August 13, 2020 unless Condition #1 above has been met or an extension granted by Council.

**YEAS:** Councillors Cormier, McCausland, Sizer, Landry-Altmann

**NAYS:** Councillors Kirwan

**CARRIED**

As no public comment, written or oral, was received, there was no effect on the Planning Committee's decision.

#### Adopting, Approving or Receiving Items in the Consent Agenda

The following resolution was presented:

PL2019-104 Landry-Altmann/Kirwan: THAT the City of Greater Sudbury approves Consent Agenda Item C-1.

**CARRIED**

The following is the Consent Agenda item:

### **Routine Management Reports**

C-1      Deeming By-law for Lots 93 and 94, Plan M-70A, 10–10A Clyde Street, Capreol

Report dated July 18, 2019 from the General Manager of Growth and Infrastructure regarding Deeming By-law for Lots 93 and 94, Plan M-70A, 10–10A Clyde Street, Capreol.

PL2019-105 Kirwan/Landry-Altmann: THAT the City of Greater Sudbury approves designating Lots 93 and 94, Plan M-70A in Lot 11, Concession 1, Norman Township, as being deemed not to be part of a registered plan for the purposes of Section 50(3) of the Planning Act as outlined in the report entitled “Deeming By-law”, from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on August 12, 2019, and

AND THAT Staff be directed to prepare a by-law for Council to enact deeming Lots 93 and 94, Plan M-70A not to be part of a plan of subdivision for the purposes of Subsection 50(3) of the Planning Act.

**CARRIED**

### **Managers' Reports**

R-1      Coniston Seniors Non-Profit Housing Corporation–Application for extension to a cost sharing agreement between Coniston Seniors Non-Profit Housing Corporation and the City of Greater Sudbury

Report dated July 24, 2019 from the General Manager of Growth and Infrastructure regarding Coniston Seniors Non-Profit Housing Corporation–Application for extension to a cost sharing agreement between Coniston Seniors Non-Profit Housing Corporation and the City of Greater Sudbury.

The following resolution was presented:

PL2019-106 Kirwan/Landry-Altmann: THAT the City of Greater Sudbury approves the request for extension of the cost sharing request by the Coniston Seniors Non-Profit Housing Corporation for the upgrading of approximately 283m length of 200mm watermain on Concession Street for the proposed Seniors Development on Part of PIN's 73561-0035 and 75360-1248, Lot 4, Concessions 3 & 4, Township of Neelon, Elm Street, Coniston as outlined in the report entitled “Coniston Seniors Non-Profit Housing Corporation” from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on August 12, 2019.

**CARRIED**

R-2      Main Street Revitalization Initiative: Town Centre Community Improvement Plan Amended Application for 47A Levack Drive

Report dated July 18, 2019 from the General Manager of Growth and Infrastructure regarding Main Street Revitalization Initiative: Town Centre Community Improvement Plan Amended Application for 47A Levack Drive.

The following resolution was presented:

PL2019-107 Landry-Altmann/Kirwan: THAT the City of Greater Sudbury approves the amended application for 47A Levack Drive received under the Town Centre Community Improvement Plan and authorize staff to amend and enter into any necessary agreements with the property owner, as described in the report entitled "Main Street Revitalization Initiative: Town Centre Community Improvement Plan", the General Manager of Growth and Infrastructure presented at the Planning Committee meeting on August 12, 2019.

**CARRIED**

**Members' Motions**

No Motions were presented.

**Civic Petitions**

No Civic Petitions were submitted.

**Question Period**

No Questions were asked.

**Adjournment**

Kirwan/Landry-Altmann: THAT this meeting does now adjourn. Time: 4:01 p.m.

**CARRIED**

\_\_\_\_\_  
Brigitte Sobush, Manager of Clerk's  
Services/Deputy City Clerk

## Minutes

### Finance and Administration Committee Minutes of 8/13/19

---

Location:	Tom Davies Square - Council Chamber
Commencement:	10:04 AM
Adjournment:	11:22 AM

## Councillor Jakubo, In the Chair

Present	Councillors Signoretti, Vagnini [A 10:19 a.m.], McCausland, Kirwan, Lapierre, Jakubo, Sizer, McIntosh, Cormier, Leduc [D 11:19 a.m.], Mayor Bigger
City Officials	Ed Archer, Chief Administrative Officer; Ian Wood, Interim General Manager of Community Development; Ed Stankiewicz, Executive Director of Finance, Assets and Fleet Services; Community Engagement; Ron Foster, Auditor General; Shawn Turner, Director of Assets and Fleet Services; Marie Litalien, Manager of Communications & French Language; Rob Blackwell, Corporate Project Management Coordinator; Eric Labelle, City Solicitor and Clerk; Franca Bortolussi, Acting Administrative Assistant to the City Solicitor and Clerk; Christine Hodgins, Legislative Compliance Coordinator; Danielle Wicklander, Legislative Compliance Coordinator; Melissa Lamontagne, Clerk's Services Assistant; Julie Lalonde, Clerk's Services Assistant

## DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

## Adopting, Approving or Receiving Items in the Consent Agenda

The following resolution was presented:

FA2019-51 Cormier/Lapierre: THAT the City of Greater Sudbury approves Consent Agenda Item C-1.

**CARRIED**

The following is the Consent Agenda item:

### **Routine Management Reports**

#### **C-1      Healthy Community Initiative Fund Applications**

Report dated July 25, 2019 from the Interim General Manager of Community Development regarding Healthy Community Initiative Fund Applications.

FA2019-52 Cormier/Lapierre: THAT the City of Greater Sudbury approves the Healthy Community Initiative Fund requests, as outlined in the report entitled "Healthy Community Initiative Fund Applications", from the Interim General Manager of Community Development, presented at the Finance and Administration Committee meeting on August 13, 2019;

AND THAT any necessary by-laws be prepared.

**CARRIED**

### **Managers' Reports**

#### **R-1      Debt Financing for Major Projects**

Report dated July 30, 2019 from the General Manager of Corporate Services regarding Debt Financing for Major Projects.

The following resolution was presented:

FA2019-53 Lapierre/Leduc: WHEREAS long term interest rates are currently at very attractive levels for borrowing and the City has a number of Council approved financing plans for initiatives and major projects approved in the 2017 - 2019 capital budgets that require debt in order to proceed;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury delegates authority to the Executive Director of Finance, Assets and Fleet to secure debt up to \$200 million in order to take advantage of the low interest environment to finance Council approved capital projects, as outlined in the report entitled "Debt Financing for Major Projects", from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on August 13, 2019.

*Councillor Vagnini arrived at 10:19 a.m.*

#### **Rules of Procedure**

Councillor Leduc presented the following amendment:

FA2019-53A1 Leduc/Cormier : THAT the motion be amended to replace the amount of \$200 million with the amount of \$350 million.

#### **Rules of Procedure:**

Councillor Vagnini requested a Simultaneous Written Recorded Vote.

**YEAS:** Councillors Lapierre, Leduc

**NAYS:** Councillors: Signoretti, Vagnini, McCausland, Kirwan, Jakubo, Sizer, McIntosh, Cormier, Mayor Bigger

## **DEFEATED**

The following resolution was presented:

FA2019-53 Lapierre/Leduc: WHEREAS long term interest rates are currently at very attractive levels for borrowing and the City has a number of Council approved financing plans for initiatives and major projects approved in the 2017 - 2019 capital budgets that require debt in order to proceed;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury delegates authority to the Executive Director of Finance, Assets and Fleet to secure debt up to \$200 million in order to take advantage of the low interest environment to finance Council approved capital projects, as outlined in the report entitled "Debt Financing for Major Projects", from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on August 13, 2019.

## **CARRIED**

### Rules of Procedure:

Councillor Vagnini requested a Simultaneous Written Recorded Vote.

**YEAS:** Councillors McCausland, Kirwan, Lapierre, Jakubo, Sizer, McIntosh, Cormier, Leduc, Mayor Bigger

**NAYS:** Councillors: Signoretti, Vagnini

## **CARRIED**

### R-2 SDEC Agreement

Report dated July 31, 2019 from the General Manager of Corporate Services regarding SDEC Agreement.

### Motion for Deferral

Councillor McCausland moved to defer this item to the Finance and Administration Committee of October 22, 2019 to provide more information.

## **DEFERRED**

## **Members' Motion**

No Motions were presented.

## **Correspondence for Information Only**

### I-1 Contract Awards Exceeding \$100,000 January 1 - March 31, 2019

Report dated July 16, 2019 from the General Manager of Corporate Services regarding Contract Awards Exceeding \$100,000 January 1 - March 31, 2019.

For Information Only.

I-2      2019 Operating Budget Variance Report - May

Report dated July 31, 2019 from the General Manager of Corporate Services regarding 2019 Operating Budget Variance Report - May.

For Information Only.

**Addendum**

No Addendum was presented.

**Civic Petitions**

No Civic Petitions were submitted.

**Question Period**

No Questions were asked.

**Adjournment**

Leduc/Cormier: THAT this meeting does now adjourn. Time: 11:22 a.m.

**CARRIED**

---

Eric Labelle, City Solicitor and  
Clerk



## Minutes

### Workshop Minutes of 8/13/19

Location:	Tom Davies Square - C-12
Commencement:	11:43 AM
Adjournment:	12:44 PM

## Councillor Leduc, In the Chair

Present	Councillors Signoretti, McCausland, Kirwan, Lapierre [A 11:50 a.m.], Jakubo [A 12:02 p.m.], Sizer, McIntosh [A 11:55 a.m.], Cormier, Leduc, Landry-Altmann [A 12:30 p.m.], Mayor Bigger
City Officials	Ron Foster, Auditor General; Kelly Gravelle, Deputy City Solicitor; Eric Labelle, City Solicitor and Clerk; Brigitte Sobush, Manager of Clerk's Services/Deputy City Clerk; Christine Hodgins, Legislative Compliance Coordinator; Danielle Wicklander, Legislative Compliance Coordinator

## DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

## Appointment of Chair

Nominations were held for the position of Chair of the Procedure By-law 2019-50 Workshop.

Councillor Cormier nominated Councillor Leduc.

There being no further nominations, nominations were closed by Councillor Sizer.

Councillor Leduc accepted the nomination.

The following resolution was presented:

WS2019-02 Kirwan/Sizer: THAT the City of Greater Sudbury appoints Councillor Leduc as the Chair of the Procedure By-law 2019-50 Workshop being held on August 13, 2019.

**CARRIED**

## Presentations

- 1 Brigitte Sobush, Manager of Clerk's Services/Deputy City Clerk, provided an electronic presentation regarding the Procedure By-law 2019-50 Workshop for information only.

### **Adjournment**

Sizer/Kirwan: THAT this meeting does now adjourn. Time: 12:44 p.m.

**CARRIED**

---

Brigitte Sobush, Manager of Clerk's  
Services/Deputy City Clerk

## Minutes

### Hearing Committee Minutes of 8/14/19

Location:	Tom Davies Square - Council Chamber
Commencement:	1:05 PM
Adjournment:	2:36 PM

## Councillor Signoretti, In the Chair

Present	Councillors Signoretti, Lapierre, Cormier, Leduc
City Officials	Andre Guillot, Manager of Building Services; Melissa Laalo, By-law Coordinator - Animal Care and Control; Kelly Gravelle, Deputy City Solicitor; Hope Behenna, Taxation Accountant; Brigitte Sobush, Manager of Clerk's Services/Deputy City Clerk; Danielle Wicklander, Legislative Compliance Coordinator; Christine Hodgins, Legislative Compliance Coordinator; Julie Lalonde, Clerk's Services Assistant; Melissa Lamontagne, Clerk's Services Assistant

## DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

## Public Hearings

- 1 Cancellation, Reduction or Refund of Taxes under Sections 357 and 358 of the Municipal Act, 2001

**The Hearing Committee meeting was adjourned and the Public Hearing was opened to deal with the following:**

Report dated July 17, 2019 from the General Manager of Corporate Services regarding Cancellation, Reduction or Refund of Taxes under Sections 357 and 358 of the Municipal Act, 2001.

Hope Behenna, Taxation Accountant, outlined the report.

The Chair asked whether there was anyone in the audience who wished to speak in favour or against this application and seeing none:

**The Public Hearing concerning this matter was closed and the Hearing Committee resumed in order to discuss and vote on the application.**

The following resolution was presented:

HC2019-05 Leduc/Cormier: THAT taxes totaling approximately \$16,568.08 be adjusted under Section 357 and 358 of the Municipal Act, 2001, of which the City's (municipal) portion is estimated to be \$12,335.21, as outlined in the report entitled "Cancellation, Reduction or Refund of Taxes under Section 357 and 358 of the Municipal Act, 2001" from the General Manager of Corporate Services, presented at the Hearing Committee meeting on August 14, 2019;

AND THAT the associated interest be cancelled in proportion to the tax adjustments;

AND THAT the Manger of Taxation be directed to adjust the Collector's Roll accordingly;

AND THAT staff be authorized and directed to do all things necessary to give effect to this resolution.

**YEAS:** Councillors Signoretti, Lapierre, Cormier, Leduc  
**CARRIED**

2

Building Renovator Licence Revocation - ACR 849407

**The Hearing Committee meeting was adjourned and the Public Hearing was opened to deal with the following:**

Report dated July 24, 2019 from the General Manager of Corporate Services regarding Building Renovator Licence Revocation - ACR 849407.

Appellant David Murray, EcoLife Home Improvement Inc, was not present.

Melissa Laalo, By-Law Coordinator - Animal Care and Control, outlined the report.

Lori Ferguson, former client, provided, with consent of the Committee, documentation outlining the association Mr. Murray made to companies to which he no longer had affiliations. She also provided information regarding his alternate businesses, as well as his connection to the business entitled Maple Ridge Property Management, which is under his spouse's name.

David Barrett, former client, hired Mr. Murray to perform repairs on his home. Mr. Barrett stated that Mr. Murray only did half the work he was contracted to do in December of 2017. After Mr. Murray ceased working on the home, Mr. Barrett contacted the City and they sent an inspector to his home to do an inspection. The inspector informed Mr. Barrett that a permit was needed for the work that was done to his home; therefore, an order to comply was sent to Mr. Murray, who did not respond. Mr. Barrett contacted the City once again and was informed that the matter would then be referred to By-law.

Mr. Barrett further stated that after investigating EcoLife, he found that the company had been fined previously in 2016. Mr. Barrett also went to the Better Business Bureau to voice his dissatisfaction with the work performed on his home. He stated that the skylight that Mr. Murray removed, which left a hole in his roof, has been leaking for the past couple of years.

Robert Bouffard, former client, stated that Mr. Murray went to his home on two (2) occasions before Mr. Bouffard hired him. Mr. Murray went to Mr. Bouffard's home to inquire if he needed any work done around the home. At the time, he said he did not need anything repaired. Following the last visit, Mr. Bouffard noticed there were problems; therefore, he contacted Mr. Murray to perform repairs. Mr. Bouffard stated that he noticed Mr. Murray's ad on the highway and believed him to be a good businessman. Subsequently, Mr. Bouffard contacted him. Mr.

Murray arrived in the middle of August and wrote a contract which he then backdated, stating that by doing so Mr. Bouffard would be eligible for a government grant. He further stated that Mr. Murray told him that he required a \$13,000 down payment and said that the work would be done by the end of August.

Three EcoLife employees arrived in October to replace a beam in the home. Mr. Bouffard stated that Mr. Murray had explained that since they were replacing the beam and not building any new structures, there was no need for a permit. Afterwards, Mr. Bouffard noticed that there was a sag in the beam and was concerned about possible damage; therefore, he contacted Mr. Murray but received no response. Mr. Bouffard explained that he then contacted Lavigne Construction to repair the damage, which cost him an additional \$5,000. He explained that the total cost of repairs quoted to him by Mr. Murray was \$22,000.

Councillor Leduc asked Mr. Bouffard why he did not become suspicious when Mr. Murray backdated the contract.

Mr. Bouffard responded that at the time, he did not realize the contract had been backdated and that Mr. Murray seemed sincere. He stated that Mr. Murray said he was friends with a politician and that he seemed credible. Mr. Bouffard said he was duped by Mr. Murray.

Nadine Winter, former client, stated that Mr. Murray is a very good salesman and that even after he was confronted by Mrs. Winter and her husband, Mr. Murray continued to insist that there was nothing to be worried about, despite the rumours the couple was hearing. Mrs. Winter stated that Mr. Murray offered her a significant discount to do the work around her home if she paid him cash. Mrs. Winter stated she agreed as he seemed to be offering her a good deal, but she informed him that she did not want any problems. She then said that Mr. Murray stated that the work would be finished by Christmas.

Mrs. Winter explained that Mr. Murray had his employees remove the siding and the eavestroughs from her home, and in the process, damage was done around her new windows. Mrs. Winters stated that the siding, insulation, and other materials removed from the home were all left on her deck, in the yard, and around the home, creating a hazardous area for her dogs. She then said that she began having leaks in the home and her windows had draining issues due to the damage done to the exterior of her home and that a piece of fascia was left hanging from her roof. She explained she contacted Mr. Murray multiple times to remove the garbage left behind as in their contract it is written that the work area will be left clean at all times. Mr. Murray did not return her calls, nor did he return to the home to finish the outstanding work or to clean the yard. Therefore, she was forced to clean the area herself. She stated that she also contacted Mr. Murray to come and remove the scrap metal left behind, and when he finally came to remove the scrap metal, he stated he would return the following week to continue working. Mrs. Winter explained that there were constant delays, and that she has ample evidence against Mr. Murray in the form of texts and emails.

Mrs. Winter explained that she had to hire another contractor to repair her home and complete the work left unfinished by Mr. Murray, which cost her more money. She stated that a lawyer should not be necessary when doing repairs to the home and that her contract was backdated to 2016 instead of 2018 and that she did not notice as the contracts were difficult to understand. She said she did not qualify for the government grant for her new windows as her type of windows did not meet the requirements to qualify. She stated Mr. Murray had also told her she qualified for grants which was not true.

Carmen Martin, former client, stated that Mr. Murray was supposed to do work around her

home in May. Mrs. Martin stated that she was continuously chasing Mr. Murray to come and do the work he had been contracted to do. She stated that Mr. Murray told her that if she paid him the full amount quoted to her, he would do the work. She stated that in November, she paid him the full amount but that Mr. Murray still did not do all of the work he told her he would do. She said that Mr. Murray only did part of the job and that she was left with a mess at her home.

Daryl Turcotte, former client of David Murray, stated that he hired Mr. Murray in 2016 to add 2000 square feet to his home. Mr. Turcotte stated that he ultimately went to a lawyer to find out how to fire Mr. Murray, and that since this ordeal began, it has cost him a quarter of a million dollars. He then explained that Mr. Murray is a good salesman and that he presents himself well.

Matt Durnan, reporter for Sudbury.com, asked the Chair, Councillor Signoretti, if he could ask a question. The Chair informed him it depended on the question. Mr. Durnan asked if Mr. Murray had requested an extension given that he could not attend today's Hearing Committee meeting. The Chair informed Mr. Durnan that he was only able to speak for or against the matter. Having no comments either for or against the application, Mr. Durnan did not speak further on the matter.

Frank Valiquette, former client, stated that he hired Mr. Murray in October of 2018 after Mr. Murray left a business card in his mailbox. He said that on the first day, 3 workers came to remove siding and the underlying insulation. He said that the following day, 7 men arrived to work on his home and afterwards, the work came to a standstill. Mr. Valiquette stated that there was damage done to his home. He explained that there was soffit hanging in the main window and that he called Mr. Murray to repair the hanging soffit. He stated that Mr. Murray came with workers to look at the hanging soffit, but that there was nothing done to repair the damage, and it stayed that way all winter. He then stated that in the spring, he hired another contractor to finish the work and that he had to pay twice for the same work.

David Kurtis, area resident, stated that David Murray is good at targeting the right people, such as seniors and people who are illiterate. He stated that Mr. Murray will take quotes and estimates and turn them into a contract. He also said that Mr. Murray secures financing by showing previous work he has done to potential clients and asking them if they like his work, and to state that they do like his work when finance companies call. Mr. Kurtis agreed that Mr. Murray is a con artist.

Ed Tibbo, former client, stated that Mr. Murray had children delivering flyers for his business. He said he contracted Mr. Murray and is now out \$7,000. He stated that he was upset that this was allowed to happen and that all the information about Mr. Murray was known but that residents were not informed. Mr. Tibbo then stated that his wife called him while he was out of town working to inform him that the work Mr. Murray was contracted to do was never completed.

Clifford Bush, former client, stated he contacted Mr. Murray in November regarding his windows. He stated that he was told the work would be done in March or April, but that Mr. Murray did not come until July. He then stated that two (2) of the seven (7) windows that Mr. Murray installed were done so incorrectly. He stated that Mr. Murray returned in November to fix the two (2) windows, but that he had to repeatedly contact Mr. Murray in order for this to occur. He said that Mr. Murray's secretary continuously said that he was not available. Mr. Bush also explained that Mr. Murray altered their contract without informing him and that he was unhappy with Mr. Murray's customer service. He stated that Mr. Murray cut the windows

incorrectly and that he put outdoor caulking in the interior of the home.

The Chair asked whether there was anyone else in the audience who wished to speak in favour or against this application and seeing none:

**The Public Hearing concerning this matter was closed and the Hearing Committee resumed in order to discuss and vote on the application.**

The following resolution was presented:

HC2019-06 Leduc/Cormier: THAT the City of Greater Sudbury upholds the revocation and refusal to issue the Business Licence for a Building Renovator to EcoLife Home Improvements Inc, David MURRAY, owners of Ecolife Home Improvements Inc, City of Greater Sudbury, as outlined in the report entitled "Building Renovator Licence Revocation - ACR 849407" from the General Manager of Corporate Services, presented at the Hearing Committee meeting on August 14, 2019.

**YEAS:** Councillors Signoretti, Lapierre, Cormier, Leduc  
**CARRIED**

### **Members' Motions**

No Motions were presented.

### **Addendum**

No Addendum was presented.

### **Civic Petitions**

No Civic Petitions were presented.

### **Question Period**

No Questions were asked.

### **Adjournment**

Leduc/Cormier: THAT this meeting does now adjourn. Time: 2:36 p.m.  
**CARRIED**

---

Brigitte Sobush, Manager of Clerk's  
Services/Deputy City Clerk

## Minutes

### City Council Minutes of 8/13/19

Location:	Tom Davies Square-Council Chamber
Commencement:	1:05 PM
Adjournment:	6:06 PM

## His Worship, Mayor Brian Bigger, In the Chair

**Present** Councillors Signoretti, Vagnini [A 1:24 p.m.], McCausland, Kirwan, Lapierre, Jakubo, Sizer, McIntosh, Cormier, Leduc, Landry-Altmann, Mayor Bigger

**City Officials** Ed Archer, Chief Administrative Officer [A 1:12 p.m.]; Eric Labelle, City Solicitor and Clerk; Kelly Gravelle, Deputy City Solicitor; Keith Forrester, Manager of Real Estate; Shawn Turner, Director of Assets and Fleet Services; Ron Foster, Auditor General; Melissa Zanette, Chief of Staff

### Closed Session

The following resolution was presented:

CC2019-236 Jakubo/Sizer: THAT the City of Greater Sudbury moves to Closed Session to deal with one (1) Acquisition or Disposition of Land / Solicitor-Client Privilege Matter regarding Maley Drive Extension in accordance with the Municipal Act, 2001, s.239(2)(c) and (f).

### **CARRIED**

Council moved into closed session at 1:07 p.m.

**Recess** At 2:12 p.m. Council recessed.

**Reconvene** At 2:26 p.m., Council commenced the Open Session in the Council Chamber

## His Worship Mayor Brian Bigger, In the Chair

**Present** Councillors Signoretti [D 3:51 p.m., A 5:04 p.m., D 5:50 p.m.], Vagnini [A 2:29 p.m. p.m., D 5:08 p.m.], McCausland, Kirwan, Lapierre [D 3:48 p.m., A 3:51 p.m.], Jakubo, Sizer, McIntosh, Cormier, Leduc, Landry-Altmann [D 4:45 p.m.], Mayor Bigger



City Officials            Ed Archer, Chief Administrative Officer; Ian Wood, Interim General Manager of Community Development; Ed Stankiewicz, Executive Director of Finance, Assets and Fleet; Jason Ferrigan, Director of Planning Services; Meredith Armstrong, Acting Director of Economic Development; Ron Foster, Auditor General; Melissa Zanette, Chief of Staff; Kelly Gravelle, Deputy City Solicitor; Paul Javor, Drainage Engineer; Joseph Nicholls, Interim General Manager of Community Safety; Joe Rocca, Traffic and Asset Management Supervisor; Akli Ben-Anteur, Water/Wastewater Project Engineer; Eric Labelle, City Solicitor and Clerk; Franca Bortolussi, Acting Administrative Assistant to the City Solicitor and Clerk; Danielle Wicklander, Legislative Compliance Coordinator; Christine Hodgins, Legislative Compliance Coordinator; Melissa Lamontagne, Clerk's Services Assistant; Julie Lalonde, Clerk's Services Assistant

## **DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**

Councillor Lapierre declared a conflict regarding Item R-2 as he has a family member who works at Science North.

Councillor Signoretti declared a conflict regarding Item R-3 as his wife was a member of the CMHA board.

## **Matters Arising from the Closed Session**

Deputy Mayor Landry-Altmann, as Chair of the Closed Session, reported that Council met in Closed Session to deal with one (1) Acquisition or Disposition of Land/Solicitor-Client Privilege Matter regarding Maley Drive Extension in accordance with the Municipal Act, 2001, s. 239(2)(c) and (f). No resolutions emanated from this meeting.

## **Matters Arising from Community Services Committee**

### **August 12, 2019**

Councillor Lapierre, as Chair of the Community Services Committee, reported on the matters arising from the Community Services Committee meeting of August 12, 2019. No resolutions emanated from this meeting.

## **Matters Arising from Finance and Administration Committee**

### **August 13, 2019**

Councillor Jakubo, as Chair of the Finance and Administration Committee, reported on the matters arising from the Finance and Administration Committee meeting of August 13, 2019.

The following resolution was presented:

CC2019-237 Jakubo/Sizer: THAT the City of Greater Sudbury approves the Finance and Administration Committee resolutions FA2019-52 to FA2019-53 inclusive from the meeting of August 13, 2019.

**CARRIED**

The following are the Finance and Administration Committee resolutions:

**Healthy Community Initiative Fund Applications**

FA2019-52 Cormier/Lapierre: THAT the City of Greater Sudbury approves the Healthy Community Initiative Fund requests, as outlined in the report entitled "Healthy Community Initiative Fund Applications", from the Interim General Manager of Community Development, presented at the Finance and Administration Committee meeting on August 13, 2019;

AND THAT any necessary by-laws be prepared.

**CARRIED**

**Debt Financing for Major Projects**

FA2019-53 Lapierre/Leduc: WHEREAS long term interest rates are currently at very attractive levels for borrowing and the City has a number of Council approved financing plans for initiatives and major projects approved in the 2017 - 2019 capital budgets that require debt in order to proceed;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury delegates authority to the Executive Director of Finance, Assets and Fleet to secure debt up to \$200 million in order to take advantage of the low interest environment to finance Council approved capital projects, as outlined in the report entitled "Debt Financing for Major Projects", from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on August 13, 2019.

**CARRIED**

**Matters Arising from Operations Committee**

**August 12, 2019**

Councillor McIntosh, as Chair of the Operations Committee, reported on the matters arising from the Operations Committee meeting of August 12, 2019.

**Rules of Procedure**

Resolution OP2019-12 was dealt with separately as it was the subject of a tied vote a committee.

The following resolution was presented:

OP2019-238 Sizer/Jakubo: THAT the City of Greater Sudbury approves Operations Committee resolution OP2019-13 to OP2019-15 inclusive from the meeting of August 12, 2019.

**CARRIED**

The following are the Operations Committee resolutions:

**Traffic Control - Buckingham Drive at Fairmount Drive**

OP2019-13 Landry-Altmann/Kirwan: THAT the City of Greater Sudbury controls the intersection of Buckingham Drive and Fairmount Drive with a Yield sign facing northbound traffic;

AND THAT staff be directed to prepare a by-law to amend Traffic and Parking By-Law 2010-1

in the City of Greater Sudbury to implement the recommended changes, as outlined in the report entitled "Traffic Control – Buckingham Drive and Fairmount Drive", from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on August 12, 2019.

**CARRIED**

#### **Active Transportation Winter Maintenance Policy**

OP2019-14 Kirwan/Landry-Altman: THAT the City of Greater Sudbury approves the active transportation winter maintenance policy for designated cycling facilities, sidewalks and off-road/recreational trails, as outlined in the report entitled "Active Transportation Winter Maintenance Policy", from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on August 12, 2019.

**CARRIED**

#### **Protocols and Policies to Declare a Significant Weather Event**

OP2019-15 Landry-Altman/Kirwan: THAT the City of Greater Sudbury amends its current Winter Control Policy to include the process for the "Declaration of Significant Weather Event" as per the procedures outlined in O.Reg 239/02 (May 3, 2018), Minimum Maintenance Standards as outlined in the report entitled "Protocols and Policies to Declare a Significant Weather Event", from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on August 12, 2019.

**CARRIED**

*OP2019-12 was dealt with separately.*

#### **Annual Pedestrian Crossover Program Update**

The following resolution was presented:

THAT the City of Greater Sudbury implements a pedestrian crossover on Van Horne Street and Shaughnessy Street and prohibits parking and stopping within 30 metres of the pedestrian crossover to be installed;

AND THAT staff be directed to prepare a by-law to amend Traffic and Parking By-Law 2010-1 to implement the recommended changes, as outlined in the report entitled "Annual Pedestrian Crossover Program Update", from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on August 12, 2019.

#### **Motion For Deferral**

Councillor McIntosh moved to defer this item to the 2nd quarter of 2020.

**DEFERRED**

### **Matters Arising From the Planning Committee**

#### **August 12, 2019**

Councillor Cormier, as Chair of the Planning Committee, reported on the matters arising from the Planning Committee meeting of August 12, 2019.

The following resolution was presented:

CC2019-239 Sizer/Jakubo: THAT the City of Greater Sudbury approves Planning Committee resolution PL2019-100 to PL2019-103 and PL2019-105 to PL2019-107 inclusive from the

meeting of August 12, 2019.

**CARRIED**

The following are the Planning Committee resolutions:

**Denis & Lise Henri - Application to extend a temporary use by-law in order to permit a Garden Suite for an additional three years, 2996 Valleyview Road, Val Caron**

PL2019-100 Kirwan/Landry-Altmann: THAT the City of Greater Sudbury approves the application by Denis & Lise Henri to amend Zoning By-law 2010-100Z with respect to those lands described as PIN 73500-0087, Parcel 46360, Part 1, Plan 53R-9283, Lot 12, Concession 5, Township of Blezard, to extend a Garden Suite permission in accordance with Section 39 of the Planning Act for an additional three years, as outlined in the report entitled "Denis & Lise Henri" from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on August 12, 2019.

**CARRIED**

**Harini Krupa Inc. – Application for Zoning By-law Amendment in order to permit a dog training school within an existing commercial building, 450 Municipal Road #55, Lively**

PL2019-101 Kirwan/Landry-Altmann: THAT the City of Greater Sudbury approves the application by Harini Krupa Inc. to amend Zoning By-law 2010-100Z by changing the zoning classification on the subject lands from "C2", General Commercial to "C2(S)", General Commercial Special on those lands described as PINs 73378-0482, 73378-0483, 73378-0493, 73378-0494, 73378-0497, and Part of PIN 73378-0722, Parts 1 & 2, Plan SR3322, Parcels 10755, 11058, 11066, 16793 & 21345A, Lot 7, Concession 4, Township of Waters, as outlined in the report entitled "Harini Krupa Inc." from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on August 12, 2019, subject to the following conditions:

1. That prior to the passing of an amending zoning by-law:

- a) The owner shall apply for a building permit for a change of use to the satisfaction of the Chief Building Official;
- b) That the owner shall provide a parking layout plan demonstrating compliance with all parking space provisions of the Zoning By-law to the satisfaction of the Director of Planning Services; and,
- c) That the owner prepare and confirm a floor layout plan for the internal space to be occupied by the dog training school to the satisfaction of the Director of Planning Services.

2. That the amending zoning by-law contain the following site-specific provisions:

- a) That in addition to those uses permitted in the parent "C2" Zone, an indoor dog training school and related indoor accessory uses also shall be permitted within the existing building;
- b) That the indoor dog training school permission not extend to or include any breeding, raising and/or boarding of domestic animals or household pets;
- c) That no outdoor activity areas, outdoor dog runs, open animal pens or any other outdoor accessory uses in relation to the indoor dog training school be permitted;
- d) That no buffer to any residential building or residential zone be required;
- e) That the indoor dog training school be entirely contained within the existing building and be

limited to having a maximum floor area as it existed on July 12, 2019; and,

f) That any site-specific relief related to the parking provisions of the Zoning By-law be provided.

3. That conditional approval shall lapse on August 13, 2021 unless Condition #1 above has been met or an extension has been granted by Council.

**CARRIED**

**Shane Ross – Application for Zoning By-law Amendment in order to recognize an existing multiple dwelling containing three residential dwelling units, 91 & 93 Dell Street, Sudbury**

PL2019-102 Landry-Altmann/Kirwan: THAT the City of Greater Sudbury denies the application by Shane Ross to amend Zoning By-law 2010-100Z by changing the zoning classification on the subject lands from “R2-2”, Low Density Residential Two to “R2-2(S)”, Low Density Residential Two Special on those lands described as PIN 02130-0142, Lot 297, Plan 18S, Lot 5, Concession 4, Township of McKim, as outlined in the report entitled “Shane Ross” from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on August 12, 2019.

**DEFEATED**

PL2019-103 Landry-Altmann/McCausland: THAT the City of Greater Sudbury approves the application by Shane Ross to amend Zoning By-law 2010-100Z by changing the zoning classification of the subject lands from “R2-2”, Low Density Residential Two to “R2-2(S)”, Low Density Residential Two Special on those lands described as PIN 02130-0142, Lot 297, Plan 18S, Lot 5, Concession 4, Township of McKim, presented at the Planning Committee meeting on August 12, 2019, subject to the following conditions:

1. That prior to the passing of the amending zoning by-law:

a. The owner shall submit a building permit application to permit the third residential dwelling unit to the satisfaction of the Chief Building Official; and,

b. That the owner install and landscape a minimum of 25% landscaped open space in the existing front yard to the satisfaction of the Director of Planning Services.

2. That the amending zoning by-law include the following site specific provisions:

a. That a multiple dwelling containing a maximum of three residential dwelling units be permitted in addition to those uses permitted in the parent “R2-2” Zone;

b. That three parking spaces located in the front yard shall be required and be permitted to encroach into the Dell Street right-of-way;

c. That a minimum of 25% landscaped open space in the front yard be required; and,

d. That any other relief determined to be required to implement the amending zoning by-law shall be permitted.

3. That conditional approval shall lapse on August 13, 2020 unless Condition #1 above has been met or an extension granted by Council.

**CARRIED**

**Deeming By-law for Lots 93 and 94, Plan M-70A, 10–10A Clyde Street, Capreol**

PL2019-105 Kirwan/Landry-Altmann: THAT the City of Greater Sudbury approves designating Lots 93 and 94, Plan M-70A in Lot 11, Concession 1, Norman Township, as being deemed not to be part of a registered plan for the purposes of Section 50(3) of the Planning Act as outlined in the report entitled "Deeming By-law", from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on August 12, 2019, and

AND THAT Staff be directed to prepare a by-law for Council to enact deeming Lots 93 and 94, Plan M-70A not to be part of a plan of subdivision for the purposes of Subsection 50(3) of the Planning Act.

**CARRIED**

**Coniston Seniors Non-Profit Housing Corporation–Application for extension to a cost sharing agreement between Coniston Seniors Non-Profit Housing Corporation and the City of Greater Sudbury**

PL2019-106 Kirwan/Landry-Altmann: THAT the City of Greater Sudbury approves the request for extension of the cost sharing request by the Coniston Seniors Non-Profit Housing Corporation for the upgrading of approximately 283m length of 200mm watermain on Concession Street for the proposed Seniors Development on Part of PIN's 73561-0035 and 75360-1248, Lot 4, Concessions 3 & 4, Township of Neelon, Elm Street, Coniston as outlined in the report entitled "Coniston Seniors Non-Profit Housing Corporation" from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on August 12, 2019.

**CARRIED**

**Main Street Revitalization Initiative: Town Centre Community Improvement Plan Amended Application for 47A Levack Drive**

PL2019-107 Landry-Altmann/Kirwan: THAT the City of Greater Sudbury approves the amended application for 47A Levack Drive received under the Town Centre Community Improvement Plan and authorize staff to amend and enter into any necessary agreements with the property owner, as described in the report entitled "Main Street Revitalization Initiative: Town Centre Community Improvement Plan", the General Manager of Growth and Infrastructure presented at the Planning Committee meeting on August 12, 2019.

**CARRIED**

**Adopting, Approving or Receiving Items in the Consent Agenda**

The following resolution was presented:

CC2019-240 Jakubo/Sizer: THAT the City of Greater Sudbury approves Consent Agenda Items C-1 to C-9 inclusive.

**CARRIED**

The following are the Consent Agenda Items:

**Minutes**

C-1 CC2019-241 Sizer/Jakubo: THAT the City of Greater Sudbury adopts the Planning Committee meeting minutes of June 10, 2019.

**CARRIED**

- C-2 CC2019-242 Jakubo/Sizer: THAT the City of Greater Sudbury adopts the Planning Committee meeting minutes of June 24, 2019.  
**CARRIED**
- C-3 CC2019-243 Sizer/Jakubo: THAT the City of Greater Sudbury adopts the Planning Committee meeting minutes of June 26, 2019.  
**CARRIED**
- C-4 CC2019-244 Sizer/Jakubo: THAT the City of Greater Sudbury adopts the Operations Committee meeting minutes of July 8, 2019.  
**CARRIED**
- C-5 CC2019-245 Sizer/Jakubo: THAT the City of Greater Sudbury adopts the Community Services Committee meeting minutes of July 8, 2019.  
**CARRIED**
- C-6 CC2019-246 Jakubo/Sizer: THAT the City of Greater Sudbury adopts the Planning Committee meeting minutes of July 8, 2019.  
**CARRIED**
- C-7 CC2019-247 Sizer/Jakubo: THAT the City of Greater Sudbury adopts the Audit Committee meeting minutes of July 9, 2019.  
**CARRIED**
- C-8 CC2019-248 Jakubo/Sizer: THAT the City of Greater Sudbury adopts the Workshop meeting minutes of July 9, 2019.  
**CARRIED**

### **Routine Management Reports**

C-9 2020 Schedule of Meeting Dates - Council and Committees

Report dated July 5, 2018 from the General Manager of Corporate Services regarding 2019 Schedule of Meeting Dates - Council and Committees.

CC2019-249 Sizer/Jakubo: THAT the City of Greater Sudbury approves the 2020 schedule of meeting dates for City Council and its Committees, as outlined in the report entitled "2020 Schedule of Meeting Dates - Council and Committees", from the General Manager of Corporate Services, presented at the City Council meeting on August 13, 2019.

**CARRIED**

### **Presentations**

1 Subwatershed Studies and Stormwater Master Plan Update

Report dated July 23, 2019 from the General Manager of Growth and Infrastructure regarding Subwatershed Studies and Stormwater Master Plan Update.

Paul Javor, Drainage Engineer, provided an electronic presentation regarding the Subwatershed Studies and Stormwater Master Plan Update for information only.

### **Managers' Reports**

R-1      GSDC Funding for Expansion of Surface Operations at the NORCAT Underground Centre

Report dated July 26, 2019 from the Chief Administrative Officer regarding GSDC Funding for Expansion of Surface Operations at the NORCAT Underground Centre.

The following resolution was presented:

CC2019-250 Kirwan/Jakubo: WHEREAS the agreed terms of partnership between the City of Greater Sudbury Community Development Corporation (CGSCDC) and City Council state that all funding commitments in excess of \$250,000 are to be jointly approved, as outlined in the report entitled "GSDC Funding for Expansion of Surface Operations at the NORCAT Underground Centre" from the General Manager of Growth and Infrastructure, presented at the City Council meeting on August 13, 2019;

THEREFORE BE IT RESOLVED that upon recommendation by the City of Greater Sudbury Community Development Corporation, the City of Greater Sudbury hereby authorizes an investment of \$300,000 over two years from the City's grant to the GSDC to support the expansion of surface facilities and operations at the NORCAT Underground Centre, under the terms and conditions outlined in CGSCDC Board Resolution 2019-036, dated June 19, 2019.

**CARRIED**

*Councillor Lapierre departed at 3:48 p.m.*

R-2      GSDC Funding for Science North IMAX Film Project

Report dated July 26, 2019 from the Chief Administrative Officer regarding GSDC Funding for Science North IMAX Film Project.

The following resolution was presented:

CC2019-251 Kirwan/Jakubo: WHEREAS the agreed-upon terms of partnership between the City of Greater Sudbury Community Development Corporation (CGSCDC) and City Council state that all funding commitments in excess of \$250,000 are to be jointly approved;

AND WHEREAS City Council provided conditional approval for funding support of Science North's Big Change, Big Impact initiative in August 2018 with a contribution of \$750,000 to match equal funding from the CGSCDC for the project, subject to municipal budget deliberations;

AND WHEREAS Science North has outlined a singular opportunity to advance the Signature IMAX film project specifically in 2019 as a key component of the Big Change, Big Impact initiative;

THEREFORE BE IT RESOLVED that upon recommendation by the City of Greater Sudbury Community Development Corporation, the City of Greater Sudbury hereby authorizes an investment of \$500,000 in 2019 from the City's grant to the CGSCDC to support the Science North Signature IMAX Film project in partnership with Dr. Jane Goodall, under the terms and conditions outlined in CGSCDC Board Resolution 2019-055, dated July 24, 2019.

**CARRIED**

Councillor Lapierre, having declared a conflict of interest in the foregoing matter, did not take part in the discussion or vote on the matter.



*Councillor Lapierre returned 3:51 p.m.*

*Councillor Signoretti departed at 3:51 p.m.*

R-3      CMHA Home For Good Phase 1 Funding Request

Report dated July 31, 2019 from the Interim General Manager of Community Development regarding CMHA Home For Good Phase 1 Funding Request.

The following resolution was presented:

CC2019-252 Leduc/Cormier: THAT the City of Greater Sudbury approves a contribution of \$2.2 million, in the form of an interest free loan to Canadian Mental Health Association Sudbury/Manitoulin in order to ensure the successful completion of the 200 Larch Street Project and the location of a permanent homeless shelter, as outlined in the report entitled "CMHA Home For Good Phase 1 Funding Request" from the Interim General Manager of Community Development, presented at the City Council meeting on August 13, 2019;

AND FURTHER THAT the City of Greater Sudbury delegates authority to the General Manager of Community Development to establish the terms and conditions of the loan, including timing of repayments, to ensure that the interests, investment and services of the City of Greater Sudbury are protected to the greatest extent possible in all eventualities.

Rules of Procedure

Mayor Bigger requested a Recorded Vote.

**YEAS:** Councillors Vagnini, McCausland, Kirwan, Lapierre, Jakubo, Sizer, McIntosh, Cormier, Leduc, Landry-Altmann, Mayor Bigger

**CARRIED**

Councillor Signoretti, having declared a conflict of interest in the foregoing matter, did not take part in the discussion or vote on the matter.

Recess

At 4:45 p.m. Council recessed.

Reconvene

At 5:04 p.m. Council reconvened.

*Councillor Signoretti returned at 5:04 p.m.*

By-Laws

The following resolution was presented:

CC2019-253 Kirwan/Jakubo: THAT the City of Greater Sudbury read and pass By-law 2019-122 to and including By-law 2018-138Z.

The following are the By-laws:

- 2019-122 A By-law of the City of Greater Sudbury to Confirm the Proceedings of Council at its Meetings of July 10th and August 13th, 2019.
- 2019-123 A By-law of the City of Greater Sudbury to Amend By-law 2018-121 being A By-law of the City of Greater Sudbury Respecting the Appointment of Officials of the City  
(This by-law updates certain appointments to reflect staff changes.)
- 2019-124 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  
  
(This by-law updates position titles and allocations of duties in the Growth and Infrastructure department.)
- 2019-125 A By-law of the City of Greater Sudbury to Amend By-law 2019-51 being a By-law of the City of Greater Sudbury regarding Committees of Council and Advisory Panels  
City Council Resolution #CC2019-231  
(This by-law amends By-law 2019-51 to amend the time usual start time for the Operations Committee meeting and the Community Services Committee meeting and to establish an adjournment time for the Operations Committee meeting.)
- 2019-126 A By-law of the City of Greater Sudbury to Amend By-law 2019-24 being a By-law to Establish Miscellaneous User Fees for Certain Services provided by the City of Greater Sudbury  
Finance and Administration Committee Resolution #FA2019-15A7  
(This by-law amends Transit fees to add provision for a \$2.00 fee for Transit Ride Guide and Pocket Map.)
- 2019-127 A By-law of the City of Greater Sudbury to Authorize Certain Grants for the Transportation Demand Management Community Grant Program  
(This by-law authorizes grants funded through the Transportation Demand Management (TDM) Community Grant Program.)  
  
Report dated July 24, 2019 from the General Manager of Growth and Infrastructure regarding Transportation Demand Management Community Grant Program – 2019 Allocations.
- 2019-128 A By-Law of the City of Greater Sudbury to Authorize Grants Under the Town Centre Community Improvement Plan  
Planning Committee Resolution #PL2019-86  
(This By-law authorizes grants under the Main Street Revitalization Initiative: under the Town Centre Community Improvement Plan and authorizes the General Manager of Growth and Infrastructure Services to sign grant agreements with the recipient of the grants.)

- 2019-129 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 #FA2019-48  
(This by-law authorizes grants funded through the Healthy Community Initiative Fund for various Wards.)
- 2019-130 A By-law of the City of Greater Sudbury to Declare Certain Parcels of Land to be Part of the City Road System  
(This by-law is presented to Council from time to time. It provides for all the small “bits and pieces” of roadway that have been purchased or otherwise acquired by the City for road purposes to be formally declared as roads.)
- 2019-131 A By-law of the City of Greater Sudbury to Authorize the Purchase of 101 Kitchener Avenue in Sudbury Described as PIN 02132-0172(LT), Lot 31, Plan M-42, City of Greater Sudbury from Ronald Marois and Donna Marois  
Planning Committee Resolution #PL2019-92  
(This by-law authorizes the purchase of property for the Kingsway Road Widening and Realignment Project.)
- 2019-132 A By-law of the City of Greater Sudbury to Authorize the Purchase of Part of 903 Dominion Drive in Hanmer Described as Part of PIN 73504-2282(LT), Being Parts 1 and 2 on 53R-21189, Township of Hanmer, Sudbury from Ernest Arthur Gagne  
Planning Committee Resolution #PL2019-73  
(This by-law authorizes the purchase of property for the Whitson Paquette Drainage Project.)
- 2019-133 A By-law of the City of Greater Sudbury to Adopt Official Plan Amendment No. 99 to the Official Plan for the City of Greater Sudbury  
Planning Committee Resolution #PL2019-42  
(This by-law authorizes a site-specific amendment to provide an exception to Section 5.2.2 of the Official Plan in order to facilitate the creation of one new rural lot with both the severed and retained lands having less than the minimum required public road frontage – Luc Soenens - 4292 MR #15, Chelmsford.)
- 2019-134Z 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 #PL2019-80  
(This by-law law does not rezone the subject property. Pursuant to Section 39.1(4) of the Planning Act, Council has extended a temporary use by-law in order to continue the use of a mobile home as a garden suite for a maximum period of three (3) years - 327 Gravel Drive Hanmer - Nicole Giroux.)

- 2019-135Z 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 #PL2019-90  
(This by-law rezones the subject lands to "M1-1(22)", Business Industrial Special in order to permit a food processing plant in the form of a brewery in addition to the uses permitted in the M1-1 zone – 854 & 850 Notre Dame Avenue, Sudbury – 1840239 Ontario Limited.)
- 2019-136Z 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 #PL2019-71  
(This by-law rezones a portion of the subject lands to "R1-1", Low Density Residential One in order to prevent a split-zoning that would result from a related and approved application for consent to facilitate a lot boundary re-alignment between two rural properties having frontage on Pine Cone Road in Skead – Denis Portelance.)
- 2019-137Z 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 Meeting of August 12th, 2019  
(This by-law does not rezone the subject property. Pursuant to Section 39.1(4) of the Planning Act, Council has extended a temporary use by-law in order to continue the use of a detached garage as a garden suite for an additional maximum period of three years - 2996 Valleyview Road, Val Caron – Denis & Lise Henri.)
- 2019-138Z 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 #PL2017-122  
(This by-law law rezones the subject lands in order to facilitate the creation of six rural waterfront lots each of which are to be accessed from public docking facilities located on Agnew Lake - Vale Canada Ltd. - Agnew Lake & Spanish River.)

## **Members' Motions**

### **M-1 Request to Rename C Street in Lively to Len Turner Drive**

#### **Motion for Deferral**

Councillor Vagnini moved to defer this item to the City Council meeting on September 10, 2019.

**DEFERRED**

*Councillor Vagnini departed at 5:08 p.m.*

### **M-2 Request For Business Case For Human League Association Emergency Funding**

The following resolution was presented:

CC2019-254 Leduc/Landry-Altmann: WHEREAS at its meeting of June 25th, 2019, City Council received a presentation from The Human League Association, giving an overview of their Breakfast Club and P.L.A.Y. programs;

AND WHEREAS The Human League Association has operated in and contributed to the

Greater Sudbury community for 23 years;

AND WHEREAS the initiative of The Human League Association has assisted tens of thousands of less fortunate youth in our community, but the need continues to exceed the resources;

AND WHEREAS The Human League Association may not be able to continue providing these programs to the city's youth without financial support;

AND WHEREAS The Human League Association has not relied on any government funding since inception and has not made any requests for funding until now;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to prepare a business case for emergency funding in the amount of \$50,000 to assist The Human League Association, for Council's consideration during the 2020 budget deliberations.

**CARRIED**

M-3

**Collaborating With ReThink Green Regarding Climate Change**

The following resolution was presented:

CC2019-255 McCausland/McIntosh: WHEREAS Climate Change is a strategic priority of City of Greater Sudbury Council;

AND WHEREAS a number of City staff are developing a variety of approaches for inclusion in 2020 work plans to address Council's desired outcomes;

AND WHEREAS reThink Green is an organization with valuable resources, relationships with other organizations and experience that can support Greater Sudbury Council's desired outcomes for climate change;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to prepare a report no later than the fourth quarter of 2019 describing potential approaches for collaborating with reThink Green, with business cases incorporated in the 2020 Budget as appropriate, for Council's consideration.

**CARRIED**

M-4

**Request For Report Regarding Retail Price of Gasoline**

The following resolution was presented:

CC2019-256 Kirwan/Lapierre: WHEREAS the retail price of gasoline in the City of Greater Sudbury has consistently been higher than prices in other major municipalities across the Province of Ontario;

AND WHEREAS the additional retail cost of gasoline is reducing the amount of disposable income that local residents have available;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs the Chief Administrative Officer to present a report for Council's consideration, at the earliest possible time, which would set out the following:

- a) An explanation as to why the retail price level in Greater Sudbury is higher than the provincial average;
- b) Options designed to put downward pressure on the local retail price of gasoline; and

c) The possibility of imposing some form of price control on retail gasoline establishments operating in the City of Greater Sudbury.

**CARRIED**

**Resolution to Proceed past 5:26 p.m.**

Kirwan/Jakubo: THAT the meeting proceeds past the hour of 5:26 p.m.

**CARRIED BY TWO-THIRDS MAJORITY**

M-5

**Traffic Calming Request For Business Case**

The following resolution was presented:

CC2019-257 Leduc/Landry-Altmann: WHEREAS at its meeting of June 3rd, 2019, the Operations Committee received the report entitled "Traffic Calming – 2019 Ranking";

AND WHEREAS the Operations Committee, by Resolution number OP2019-08 approved the 2019 ranking list for traffic calming eligible roadways outlined in the above-noted report;

AND WHEREAS Council for the City of Greater Sudbury would like to expedite the process and installation of traffic calming measures across the City;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to prepare a business case outlining cost scenarios and options to accelerate the process and installation of traffic calming measures over 3, 5 and 7 year periods to the eligible roadways identified in the 2019 ranking list, to be presented during the 2020 budget deliberations for Council's consideration.

**Rules of Procedure**

Councillor McCausland presented a friendly amendment to remove years 3 and 5 from the resolution. The friendly amendment was accepted by Councillor Leduc.

The following is the resolution with the inclusion of the friendly amendment:

CC2019-257 Leduc/Landry-Altmann: WHEREAS at its meeting of June 3rd, 2019, the Operations Committee received the report entitled "Traffic Calming – 2019 Ranking";

AND WHEREAS the Operations Committee, by Resolution number OP2019-08 approved the 2019 ranking list for traffic calming eligible roadways outlined in the above-noted report;

AND WHEREAS Council for the City of Greater Sudbury would like to expedite the process and installation of traffic calming measures across the City;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to prepare a business case outlining cost scenarios and options to accelerate the process and installation of traffic calming measures over a 7 year periods to the eligible roadways identified in the 2019 ranking list, to be presented during the 2020 budget deliberations for Council's consideration.

**DEFEATED**

**Request For Report Regarding Boundary Signage**

The following resolution was presented:

CC2019-258 Kirwan/Lapierre: WHEREAS the Ministry of Transportation maintains municipal boundary signs for organized municipalities across the Province;

AND WHEREAS the signs marking the geographic boundaries of Greater Sudbury on Highway 17 to the West, Highway 69 to the South and Highway 144 to the North of the City are out of date, portraying inaccurate population data and, the sign marking the geographical boundary on Highway 17 to the east has been removed;

AND WHEREAS there are options for basic or enhanced boundary signs and options to display a City logo and/or tab for a slogan or welcome;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to present a report with recommendations on boundary signage with a draft resolution for Council's consideration by the end of the third quarter of 2019.

**CARRIED**

*Councillor Signoretti departed at 5:50 p.m.*

**Request For Business Case For NORMHC**

The following resolution was presented:

CC2019-259 Jakubo/Sizer: WHEREAS the Northern Ontario Railroad Museum and Heritage Centre (NORMHC) is an incorporated nonprofit organization and registered charity focused on the preservation of historical artifacts that pay tribute to the heritage of Northern Ontario and the history of the lumber, mining and railroading industries;

AND WHEREAS NORMHC has always been and continues to be operated, independent of the City, by a dedicated, hard working volunteer Board of Directors; supported by a paid Executive Director and paid summer students, funding for which comes mostly from memberships, donations, grants and fundraising events;

AND WHEREAS NORMHC has only a limited dedicated benefactor in the NORMHC Foundation (the Foundation), which operates the Millennium Centre Bunk House;

AND WHEREAS since its inception in 1993, NORMHC has grown attendance to over 16,000 annually (a 60% increase in just 5 years), bolstered by new attractions each year and the famous Terror Train 6077, all achieved through capital grants and strong community partnerships;

AND WHEREAS the NORMHC attracts visitors from across the globe, which solidifies its status as a major tourist attraction and economic driver for our City and the community of Capreol;

AND WHEREAS NORMHC's current momentum would cease and its operations cost taxpayers much more than at present, should the volunteer Board decide to let the City assume operating responsibility;

AND WHEREAS other community museums receive significantly higher operating grants in addition to paid City staff to run their operations;

AND WHEREAS the NORMHC Board wishes to remain independent of the City, but clearly states that, in order to facilitate such operations, it needs total annual dedicated funding of \$150,000, between its annual grant and the Foundation's operation of the Millennium Centre Bunk House;

AND WHEREAS a community of communities is made possible through the preservation of our rich culture and heritage;

NOW THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to present a business case for increased annual funding for NORMHC, for Council's consideration during the 2020 budget deliberations.

**CARRIED**

### **Addendum**

No Addendum was presented.

### **Civic Petitions**

No Civic Petitions were submitted.

### **Question Period**

Please visit:

<http://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1327&lang=en> to view the questions asked.

### **Adjournment**

Jakubo/Kirwan: THAT this meeting does now adjourn. Time: 6:06 p.m.

**CARRIED**

---

Mayor Brian Bigger, Chair

---

Eric Labelle, City Solicitor and Clerk



Presented To:	City Council
Presented:	Tuesday, Sep 10, 2019
Report Date	Thursday, Aug 15, 2019
Type:	Managers' Reports

# Request for Decision

## Place des Arts Request for Consent for Mortgage of Lease

### Resolution

WHEREAS the City of Greater Sudbury has pledged its support for the Place des Arts project with investments in both capital and operations as well the provision of land;

AND WHEREAS the City has underscored its support for Place des Arts as one of Council's Large Projects within the newly adopted Strategic Plan 2019-2027;

AND WHEREAS Place des Arts has arranged for a Line of Credit of \$7.5 million as part of its financing plan for the construction phase, to be secured by a collateral mortgage of its lease from the City of the land on which the building is being constructed;

AND WHEREAS pursuant to the lease, the City's consent is required for such a mortgage of the lease;

THEREFORE BE IT RESOLVED that Council approves the request from Place des Arts to provide the City's consent for a mortgage of lease as security for the line of credit and authorizes the Chief Administrative Officer to execute any consent to the registration of the mortgage of lease;

AND THAT Place des Arts provides updates on their repayment schedule and cash flow forecasts as part of their regular reporting as required by the Contribution Agreement with the City for the municipal capital funding as outlined in the report entitled "Place des Arts Request for Consent for Mortgage of Lease", from the Interim General Manager of Community Development, presented at the City Council meeting on September 10, 2019.

Signed By

**Report Prepared By**  
Meredith Armstrong  
Acting Director of Economic Development  
*Digitally Signed Aug 15, 19*

**Financial Implications**  
Jim Lister  
Manager of Financial Planning and Budgeting  
*Digitally Signed Aug 23, 19*

**Recommended by the Department**  
Ian Wood  
Interim General Manager of Community Development  
*Digitally Signed Aug 22, 19*

**Recommended by the C.A.O.**  
Ed Archer  
Chief Administrative Officer  
*Digitally Signed Aug 25, 19*

### Relationship to the Strategic Plan / Health Impact Assessment

The Place des Arts project is identified as one of the City's Large Projects, and as such, is in alignment with Council's strategic objective to "invest in transformative facilities, spaces and infrastructure initiatives that support economic activity" as outlined as item 4.4 in the new *Strategic Plan 2019-2027*.

## **Report Summary**

Place des Arts (PdA) has requested the City's consent to a mortgage of its lease with the City. The organization is securing a line of credit for \$7.5 million from Caisse Populaire Voyageurs Inc., which is payable on demand, and the organization is seeking to secure it by way of a mortgage against the lease on the property, located at the corner of Elgin and Larch Streets. The terms of the lease require the City's consent for such a mortgage. Staff are seeking Council's approval to provide its consent in order that Place des Arts can secure this financing.

## **Financial Implications**

There is no additional cost to the City for the consent to mortgage of lease.

Should Place des Arts unexpectedly find itself unable to pay for construction costs or not in a position to make the regular payments to the Lender for the Line of Credit, it is possible that the PdA may look to the City for further financial assistance.

## **SUMMARY**

The City of Greater Sudbury has previously confirmed its support for the Place des Arts project through the provision of capital funding in the amount of \$5 million, along with access to the property on Larch Street (valued at approximately \$600,000), and operational funding of \$149,213 from the 2019 budget. The total value of the capital project is \$30 million, funded by both public and private sources.

Earlier this summer, staff received a request from Place des Arts (PdA) asking for the City's consent to the PdA mortgaging its lease with the City. The organization is securing a line of credit for \$7.5 million from Caisse Populaire Voyageurs Inc., which is payable on demand, and they are proposing to secure it by way of a mortgage against the lease on the property, located at the corner of Elgin and Larch Streets. The terms of the lease require the City's consent for such a mortgage.

The risks and the benefits associated with the City's role in this financing structure are outlined below. Staff are seeking Council's approval to provide its consent in order that Place des Arts can secure this financing.

PdA have advised that the Line of Credit, which will be secured by mortgage, will be used for construction only, and not for ongoing operations. The agreement with the Lender explicitly limits the amount of funds available to PdA to the lesser of construction costs actually incurred and funds receivable (from funders and confirmed major donors).

In order to reduce pressure on the Line of Credit and thereby mitigate risks associated with the loan, Place des Arts is exploring options with its federal funding partners at the Cultural Spaces program at Heritage Canada to "front-load" as much of their contribution as possible during the 2019-2020 and 2020-2021 fiscal years, based on achieving specific project milestones.

Based on the disbursement schedule in the PdA-CGS contribution agreement, it is anticipated that the City itself will be in position to issue a second installment of \$1 million in the next several weeks, as the project has achieved the milestones associated with this allotment of funds (including site plan control agreement, awarding of the construction contract and issuance of the conditional building permit). A third disbursement (\$1.5 million) is expected in the spring of 2020 (50% completion of construction).

Receipt of these funds will greatly reduce the project's reliance on the line of credit by supporting the cash flow required to cover costs associated with construction and enabling the project to pay for costs in advance of receiving payment from other funders, such as the Northern Ontario Heritage Fund Corporation, that work on a reimbursement basis rather than a cash-advance basis.

## **RISKS, BENEFITS, ALTERNATIVES**

As noted, Place des Arts has confirmed that it has all funding sources either in place or confirmed for the capital phase of the project. The organization is also working with senior government partners to explore "front-loading" of the funding in order to reduce reliance on the Line of Credit and ensure cash flow is available to cover construction expenses.

### **Risks of Inability to Pay Off**

Should Place des Arts unexpectedly find itself unable to pay for construction costs or not in a position to make the regular payments to the Lender for the Line of Credit, it is possible that the PdA may look to the City for further financial assistance. In a default situation, the Lender would be in a position to exercise its remedies under the mortgage.

The organization may find itself with the inability to pay off the Line of Credit, potentially due to:

- overspending relative to the budgeted amounts so that the debt incurred exceeds the grant amounts to be advanced;
- fundraising results not matching goals (to the extent that the organization is relying on the line of credit for the fundraising gap); or
- an unforeseen change in one of the grant agreements with another funder, reducing the grant funding available from that agency.

The organization's capacity to make the required monthly payments could also be impacted by timing of advances from funders (e.g. quarterly or by milestones achieved).

In these cases, the Lender may be put into position to exercise its enforcement remedies in a default situation. These could include (among others):

- garnishment of rents owing to the PdA, creating a shortfall in the operating costs;
- foreclosure of the PdA interest in the lease, which means that the Lender becomes the tenant (and subject to the terms of the lease with the City);
- installation of a management organization to operate, or
- power of sale, in which the Lender would convey the PdA's interest to a third party who would become the tenant (again, subject to the terms of the City's lease).

### **Risk of Declining Consent**

In contrast, should the City decline consent to the mortgage of lease, the project would not be in a position to pay for construction costs up-front, thereby potentially forfeiting reimbursement by other funders and putting the entire project at risk, including the City's own significant contribution of land, operating dollars and significant in-kind support.

### **Benefits of Providing Consent**

By approving consent for the mortgage of lease, the City is confirming its ongoing commitment to Place des Arts as an important initiative for the community. This is in alignment with Council's strategic objective to "invest in transformative facilities, spaces and infrastructure initiatives that support economic activity" as outlined as item 4.4 in the new *Strategic Plan 2019-2027*.

Providing its consent for the mortgage of lease enables the City to send an important signal to other funding partners and senior levels of government by reconfirming support for collaboration with these agencies for this initiative.

### **Alternative Approach**

If the City wished to provide further support, without consenting to the mortgage of lease, the City could consider co-signing on the loan and becoming jointly liable for payment, or making a further loan to PdA in lieu of the commercial Lender. At this time, it is recommended that consent to mortgage of lease is the more expeditious and lower-risk option.

### **Lease versus Ownership of Land**

As part of its support for the project, the City has provided the Larch Street property through a long-term (99 year) lease agreement. This was done as a way to protect the City's future interests and guarantee the City's first right of refusal in the event of any changes in the facility and its ownership/management.

As such, Place des Arts does not own the land, and therefore does not have access to the equity that the land represents for the Lender to use as potential security against the Line of Credit.

However, even in the case that the City was to transfer the ownership of the property to Place des Arts directly, the value of the land is approximately \$600,000, which does not represent a significant level of security against a \$7.5 million Line of Credit. It is not recommended that transfer of ownership of the property to Place des Arts is a feasible alternative to providing consent to mortgage of lease.

### **BACKGROUND**

Recognizing the initiative as one of the Large Projects and therefore a priority of the City, Council approved a contribution of \$5 million as part of the 2017 Budget, with dollars going toward the capital costs of the Place des Arts facility, a multidisciplinary and multi-function arts centre located in downtown Sudbury. The City's contribution also included a long-term lease of land for the facility. The contribution was made conditional on confirmation of other public funding dollars from the province and the federal government.

The total value of the capital project is approximately \$30 million, with contributions of public dollars from all three levels of government as well as significant donations from the private sector and individuals. To date, all public funding sources have been confirmed, and PdA has also reached its first goals for securing private donations as well.

As part of project financing plans, PdA confirmed its use of a Line of Credit for the construction phase, and emphasized its commitment to using fundraising in order to reduce its reliance on debt. In order to secure this Line of Credit, the project's Lender is seeking the City's consent to register a mortgage of the land lease as collateral for the loan.

Place des Arts has Council representation on the organization's Board of Directors, as designated by Council through its Nomination Committee and the related process. This was requested by the proponents as part of their collaborative approach to the project and their expressed commitment to good stewardship of the municipality's investment.

In addition to the capital investment, the City has also confirmed an annual grant to support operational costs of the Place des Arts project, starting with a contribution of \$149,213 from the 2019 budget.

The initial request to the City in late 2015 for project support included both capital funding and the land itself; the requirement for the City to consent to register a mortgage on title follows the decision to lease the land to PdA on a long-term basis, rather than transferring ownership of the land outright.

To date, PdA has confirmed that their fundraising cabinet has been working over the past two years and has achieved the primary fundraising goals. They now have a new fundraising cabinet in place to continue the effort, and the total fundraising goal remains at \$3.75 million.

The project has also secured a contractor through a competitive process, and construction is in its early phases on the Larch Street property. Place des Arts is on track to have the capital phase completed for a facility opening in late 2020.

#### **CONCLUSION**

The consent of the City for the mortgage of lease is an important component of ongoing municipal support for this project. Pending Council approval, the CAO would execute the consent in the form requested by the Lender's lawyer.

Place des Arts is required to provide regular updates to staff on cashflow and debt repayment as part of its ongoing reporting obligations as outlined in the Contribution Agreement signed in early 2018. Information will continue to be provided to Council as a component of Large Projects updates.

## For Information Only

### Economic Development Governance

Presented To:	City Council
Presented:	Tuesday, Sep 10, 2019
Report Date	Wednesday, Aug 28, 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

At the City Council Meeting of June 25, 2019, Motion M-5 was deferred with a request for staff to bring forward additional information to outline the items identified in the motion, such as Terms of Reference for a new Economic Development Standing Committee and a Select Cabinet on Economic Development. There were also councilor requests to get the perspective of the GSDC Board in the context of the economic development governance discussion and the Auditor General's report on the subject. This report brings forward the information as requested. There are no recommendations as it is background information for the discussion on the deferred motion.

#### Financial Implications

There are no financial implications associated with this report.

#### Signed By

**Report Prepared By**

Meredith Armstrong  
Acting Director of Economic  
Development  
*Digitally Signed Aug 28, 19*

**Financial Implications**

Jim Lister  
Manager of Financial Planning and  
Budgeting  
*Digitally Signed Aug 28, 19*

**Recommended by the Department**

Ian Wood  
Interim General Manager of Community  
Development  
*Digitally Signed Aug 28, 19*

**Recommended by the C.A.O.**

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Aug 28, 19*

## **A. INTRODUCTION**

At the regular meeting of Council on June 25, 2019, Motion M5, entitled “Economic Development Accountability,” was deferred to the meeting of September 10, 2019. As part of the deferral discussion, Councillors requested information from staff regarding the City’s suggested Terms of Reference for both a Select Cabinet for Economic Development and an Economic Development Standing Committee of Council, as referred to in the deferred motion. There were also requests that the report include information from the City of Greater Sudbury Community Development Corporation (GSDC), such as the Board’s response and their recommendations for an updated governance structure, as well as the findings of the GSDC Board’s governance review and report from November 2018.

In response to these requests for additional information, staff assembled the following:

- Proposed Terms of Reference for a Select Cabinet for Economic Development as requested in the motion
- Proposed Terms of Reference for a new Council Standing Committee on Economic Development as requested in the motion
- Analysis that offers history and context of the economic development governance review
- A document on economic development governance reform provided by the Board of the Greater Sudbury Development Corporation
- A report entitled, “Governance Review and Update” by John T. Dinner, commissioned by the Greater Sudbury Development Corporation. November 1, 2018

## **B. CONSIDERATIONS FOR TERMS OF REFERENCE FOR SELECT CABINET**

Staff anticipate the purpose of the Greater Sudbury Select Cabinet for Economic Development would be to provide advice on generating economic activity for the community.

There are two approaches that could be considered for this initiative: a broader community model and a model designed to solicit private sector participation and input at a senior executive level. These models are outlined as follows:

### **a. Broader Community Model**

#### **Mandate**

- To provide advice and information to the City of Greater Sudbury on sustainable economic development for the community by offering diverse expertise and experience
- To represent, and collaborate with, business, government, public institutions and community partners to grow and attract business investment to Greater Sudbury

#### **Purpose**

- To act as champions and ambassadors for economic development in Greater Sudbury
- To identify and promote opportunities for sustainable economic growth within the community
- To provide advice on policies, procedures and strategic direction that should be considered in order to foster job creation, sustain employment and support business development
- To advise on new business attraction opportunities, programs or strategies



- To advise on potential partnerships, business expansion and retention opportunities, programs or strategies
- To ensure the engagement of the local business community and support communication with the various industry sectors
- To identify barriers to development and potential solutions to overcome these

### **Reporting Structure**

A Greater Sudbury Select Cabinet with a broad community mandate would regularly engage with Council regarding economic development opportunities. It would report to Council via the Director of Economic Development and through the Economic Development Standing Committee.

### **Membership**

In addition to the Mayor and members of Council, membership for the Greater Sudbury Select Cabinet could include:

- The Chief Administrative Officer, City of Greater Sudbury
- The Director of Economic Development, City of Greater Sudbury
- One business representative of the finance sector
- A representative of each of the three post-secondary education institutions
- One business representative within the mining supply & services sector
- One business representative of the development and construction industry
- One labour representative
- One representative with business experience in international trade
- One representative of the tourism and hospitality sector
- One representative of the retail sector
- Two business owners of small to medium sized enterprises

### **Time Commitment**

The Select Cabinet would meet quarterly.

### **b. Senior Executive – Model**

An alternative would be a model that includes up to 10 senior executives from among Greater Sudbury's most successful or influential companies. Under this model, the mandate and purpose would be consistent with the Broader Community Model, but participation would involve no more than ten private sector senior representatives from Greater Sudbury's most successful or influential companies. These members would be invited to meet privately on a quarterly cycle with the Mayor, CAO, Chair of Economic Development Committee and the Director of Economic Development. Meeting summaries, prepared with appropriate consideration of the confidential information that may be discussed during the meetings, would be circulated to Council following each meeting.

## **C. CONSIDERATIONS FOR TERMS OF REFERENCE FOR AN ECONOMIC DEVELOPMENT STANDING COMMITTEE**

### **Mandate:**

To hear presentations and receive correspondence and reports from the Economic Development Division, and to make recommendations to Council on these matters.

**Purpose:**

- To hear community delegations and presentations on topics related to the provision of services by the Economic Development Division
- To review proposals for new policies and amendments to existing policies that pertain to the Economic Development Division
- To review and approve recommendations for investment of community economic development funds
- To study topics or issues referred to the Economic Development Committee by Council resolution
- To provide input into the Annual Work Plan of the Economic Development Division based on the goals outlined in the CGS Strategic Plan and the CGS Community Economic Development Strategic Plan

**Membership:**

All members of Council.

**Meeting Dates:**

The Economic Development Committee would meet monthly.

**D. GSDC GOVERNANCE ISSUE BACKGROUND**

The GSDC identified the need to review the operating agreement with the City of Greater Sudbury and to update its corporate by-laws and governance practices as a priority for 2018. Subsequent to this, and as part of its ongoing responsibilities to regularly review all arms-length boards associated with the municipality, the CGS Auditor General (AG)'s office brought forward recommendations for the GSDC Board in its report dated May 31, 2018 (a link to the full report is included below).

The audit focused on the oversight structures and systems in place within the GSDC, including:

- Structure and mandate;
- Definition of roles and responsibilities of the organization and its senior leadership team;
- Oversight exercised by the organization over its respective areas of responsibility; and
- Oversight exercised by other government bodies over the organization.

The AG report stated that the framework of the GSDC is generally effective, but also identified several issues for improvement. The relationship between the City and the GSDC is set out in an Operating Agreement dated May 3, 2007, and the AG report emphasized that this Agreement requires updating to ensure that there is a shared understanding of the respective roles, responsibilities and authorities of the GSDC and the City.

**E. GSDC BOARD GOVERNANCE REVIEW**

In response to the findings of the AG report, the GSDC Board committed to conducting a third-party review of the Board's governance structure in 2018. The services of consultant John T. Dinner were secured through a competitive process, with the purpose of conducting a review to further identify and

address issues, clarify and enhance the Board's role, and contribute to the success of GSDC and, in turn, the economic development initiatives of the City of Greater Sudbury.

To do this, the consultant conducted a literature review as well as a scan of practices and interviews with representatives of economic development agencies in Kingston, London, Regina, Thunder Bay and Waterloo. Input was also gathered from GSDC board members through key stakeholder interviews and a detailed survey. Mr. Dinner presented his findings and report to the GSDC Board in December 2018.

The report outlined ten recommendations for the Board's consideration, and is attached for Council's reference as Appendix B. Generally speaking, the report reiterated the need to:

- Clearly define the role of the GSDC with respect to economic development priorities, and the contribution the GSDC makes to matters with economic implications
- Establish values consistent with the City's and alignment with the City's priorities
- Strengthen its focus on outcomes and how to achieve its objectives
- Establish clear lines of accountability through consistent reporting
- Establish a performance review framework for the Director of Economic Development
- Develop more clarity regarding the roles, responsibilities and strengths of Board members and the roles of its committees.

## **F. GSDC BOARD RESPONSE & RECOMMENDATIONS**

Following receipt of the Dinner report, the GSDC Board's initial response involved discussions about its implications with no firm direction or conclusions. In addition the Board's Ad Hoc Governance Committee was reformed in early 2019 to include a council representative. While meetings were held, no recommendations were made from this group prior to the Council discussion of the proposed motion on June 25.

Following the June 25 Council meeting, the GSDC held an Annual General Meeting on June 26, 2019 and elected a new Chair and Executive Committee. This group initiated a thorough review of the consultant's recommendations and, following multiple discussions by the GSDC Board, the GSDC confirmed its desire to maintain the existing structure of the Board as an independent corporation that includes the Mayor and three Councillors among its board members.

The Board outlined this position along with its own recommendations in the attached document, *Greater Sudbury Development Corporation Board – Response to Governance Report and Recommendations for Discussion*, included for Council's reference as Appendix A.

This approach also reflects the GSDC Board's intention to strengthen the Board's operations and enhance communications in the spirit of transparency and collaboration, and emphasizes its commitment to align with Council's strategic priorities for economic development.

Should Council decide to pursue this direction, these recommendations could form part of a new Operating Agreement between the City of Greater Sudbury and the GSDC Board, with explicit obligations and expectations regarding the Board role, responsibilities and reporting requirements. A draft Operating Agreement would be brought forward for Council's review.

## G. Benchmarking Economic Development

The John T. Dinner report includes examples of other economic development corporations on pages 10 through 12 in the attached document. This scan purports to identify “best practices”, but it notes that there are many different models in use in municipalities across the province and the country. From a governance perspective, it is clear there is no “one best way” to organize or direct economic development efforts. There are various approaches in place – stand-alone corporations and municipal divisions, with and without political representation, with and without dedicated staff.

Each of these models has evolved and, in some cases, continues to evolve, in response to local community interests and political direction. While there may be tactics that are universally effective for economic development staff to use regardless of the governance structure that’s in place, from a governance perspective it appears that Economic Development “best practices” are probably determined by solutions that respond effectively and efficiently to the goals and priorities established by the local government authority.

## REFERENCES

1. *Greater Sudbury Development Corporation Board – Response to Auditor General Recommendations, and Governance Review and Update for Discussion*, August 15, 2019 (Appendix A)
2. *Governance Review and Update*, John T. Dinner, November 2018 (Appendix B)
3. Auditor General’s Report, Audit Committee, May 15, 2018:  
<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1267&itemid=15361>

## **Greater Sudbury Development Corporation Board – Response to Auditor General recommendations and Governance Report**

A copy of the Auditor General's report dated May 31<sup>st</sup>, 2018 is attached to these recommendations (Attachment #1 – Auditor General's Report dated May 31<sup>st</sup>, 2018). The results of the Audit confirmed that the GSDC oversight structures and processes in place generally appeared to be effectively designed but a number of opportunities for improvement were identified.

The following resolution was presented and carried at the Audit Committee meeting held on Tuesday, June 19<sup>th</sup>, 2018: That the City of Greater Sudbury approves the recommendations as outlined in the report entitled "Governance Audit of the City of Greater Sudbury Community Development Corporation" from the Auditor General presented at the Audit Committee meeting on June 19<sup>th</sup>, 2018.

In keeping with the recommendations of the Auditor General in his final report dated May 31<sup>st</sup>, 2018, the Greater Sudbury Development Corporation (GDSC) Board is proposing the following recommendations, both in response to the Governance Report prepared by John Dinner in November 2018, and as a result of extensive review by the Board members over the past year.

The Board has rejected the recommendation in the John Dinner report that it become more independent from council in favour of a governance model that would continue to include representation from council while enhancing and facilitating opportunities for synergy in achieving common economic development goals.

These recommendations are suggested as the next steps in positioning the current structure of the GSDC Board to realize these goals while maintaining responsive, fiscally prudent, open governance. This approach also seeks to enhance the Board's operations and communications in the spirit of transparency and collaboration, with the desire to more closely align with Council's strategic priorities for economic development.

With the support of Council, the GSDC Board would formalize the following points in a new updated Operating Agreement between the City of Greater Sudbury and the GSDC Board. The draft Operating Agreement could be brought forward for Council's review and approval in the fall of 2019.

### **1. Policies:**

- a) In order to achieve its mandate of ongoing economic growth, the GSDC Board formally adopts the City's values as per Council's new *Strategic Plan 2019-2027* (page 2):
  - Innovation
  - Integrity
  - Respect
  - Foresight
  - Trust
  - Compassion
- b) The GDSC Board reviews and adapts the City's policies for closed session/in-camera rules.

- i) City Council has a duty to comply with Section 239 of [Municipal Act, 2001, S.O. 2001, c. 25](#) which is reproduced in its entirety and attached to these recommendations (Attachment #2 – Section 239 of *Municipal Act 2001*, S.O. 2001, c.25). This would be adapted for use by the GSDC Board for its own operations.
  - ii) The Board develops clear criteria for issues to be dealt with in closed/in camera sessions according to the legislative language of Section 239.
  - iii) The Board agrees that closed/in camera meetings should only be used when an issue or topic fits the legislative criteria.
  - iv) Items related to economic development that meet these criteria and are discussed during a closed/in camera meeting of the GSDC Board are brought to Council at the first available in-camera meeting of Council as an information item, through a staff report.
- c) The GSDC's existing Conflict of Interest policy is reproduced in its entirety and attached to these recommendations (Attachment #3 - GSDC Conflict of Interest Policy).

The City's existing Conflict of Interest policy as outlined in Council's Code of Ethics is as follows:

*Neither Council members nor members of the administration will act in such a way as to constitute a conflict of interest. All residents will be treated equally. No special favour will be granted unless it is approved by a legal resolution of the Council. Decisions on matters of pecuniary interest (either direct or indirect), which impact family members in a way not consistent with the population as a whole, will be deferred pending the advice of the municipality's solicitor.*

The GSDC incorporates the City's existing Conflict of Interest policy to the existing GSDC Conflict of Interest policy.

## 2. Nomination:

Council participates in the Board Nomination Process, as follows:

- i) A public call-out is used to solicit interest in board membership;
- ii) The GSDC Board's Nomination Committee identifies potential board member candidates and reviews based on skill set/strategic direction;
- iii) The findings of the Nomination Committee are brought to the GSDC Board for review and recommendation;
- iv) These candidates are then brought to Council for final endorsement.

## 3. Communications & Reporting:

- a) The GSDC Board formalizes its reporting structure and approach to providing updates to Council, and this approach is built into a new Operating Agreement between the GSDC and the City.
- b) Quarterly updates on GSDC Board activities are brought forward to Finance & Administration Committee of Council.

- c) The Board incorporates a process for consistent communication following each regular board meeting, including through a media release that provides highlights on the Board's activities and actions on strategic priorities. The Board provides input on key messaging from each meeting for these regular releases.
- d) Approved Board minutes are posted on the Economic Development GSDC section of the City of Greater Sudbury website.

#### 4. Strategic Alignment:

- a) The GSDC Board undertakes an annual planning and prioritization process, to identify opportunities for alignment with Council's strategic plan as well as current objectives and priorities. Results will be shared with Council.
- b) The Board's annual strategic planning process is held annually.

#### 5. Evaluation Processes:

- a) The GSDC Board develops explicit principles and clarifies expectations for service provided to the Board by City staff. The Board provides feedback on these items annually.
- b) The GDSC Board outlines a process for annual review of the Director of Economic Development:
  - i) Expectations are established between the Board and the Director in terms of Director's performance in advancing strategic priorities; a standard review tool is used and the results are discussed between the Board and the Director.
  - ii) The Board provides feedback on the Director's performance directly to the CAO and this is incorporated into the annual review process.
  - iii) The GSDC Board receives information in the form of an orientation session on the City's Performance Planning and Development (PPD) process to ensure clear understanding by Board members of how the City sets goals and measures performance against these goals. The appropriate sections of the Director's finalized PPD results could be shared with the Board Chair or Executive.
- c) The GSDC Board establishes a regular process for client/proponent evaluation of funding programs and customer service:
  - i) All proponents of CED and other funding, successful or not, are asked to complete a standardized Exit Survey regarding their experience with staff, the process, using the funding application, and so on.
  - ii) Survey results are reviewed by Board and staff annually as part of the Board's commitment to continuous improvement and in the spirit of fostering effective economic development in the community.

- d) The GSDC prepares an annual business plan and budget with projected deliverables to monitor progress and measure achievement while maintaining flexibility to respond to new opportunities.

#### 6. Review and Compliance:

- a) GSDC and the City work to review and update the operating framework to ensure there is clarity with respect to roles, responsibilities and authorities of the GSDC and the City for vetting projects with major economic impact on the City including:
  - i) Formal review and updating of the existing Operating Agreement.
  - ii) Formal review and updating of the GSDC's and the City's relevant By-laws and policies to clarify respective roles, responsibilities and authorities for economic development.
  - iii) Updating of GSDC's By-law 5 to clarify title and role of the Director of Economic Development.
  - iv) Update the GSDC By-laws to clarify and define the individual and separate roles of the members of the Executive of the Board as well as the mandate of the Executive Committee.
  - v) Update the information package provided to members of Council to clearly define the GSDC mandate, the role and obligations of Councillors participating on the GSDC Board to ensure Councillors have the information they require.
  - vi) Update the Board Orientation Program to further clarify the duties and obligations of Councillors as Board Members of the GSDC.
- b) The Board establishes a Policy Review Committee to conduct a review of the Board's By-laws information and orientation materials and policies annually, to ensure Board compliance with the obligations and procedures outlined in the Operating Agreement, to evaluate effectiveness and to identify opportunities for improvement.



## Attachment #2

Section 239 of [Municipal Act, 2001, S.O. 2001, c. 25](#):

### **Meetings open to public**

**239 (1)** Except as provided in this section, all meetings shall be open to the public. 2001, c. 25, s. 239 (1).

### **Exceptions**

**(2)** A meeting or part of a meeting may be closed to the public if the subject matter being considered is,

- (a) the security of the property of the municipality or local board;*
- (b) personal matters about an identifiable individual, including municipal or local board employees;*
- (c) a proposed or pending acquisition or disposition of land by the municipality or local board;*
- (d) labour relations or employee negotiations;*
- (e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board;*
- (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose;*
- (g) a matter in respect of which a council, board, committee or other body may hold a closed meeting under another Act;*
- (h) information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them;*
- (i) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;*
- (j) a trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value;*

*or*

- (k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board. 2001, c. 25, s. 239 (2); 2017, c. 10, Sched. 1, s. 26.*

### **Other criteria**

**(3)** A meeting or part of a meeting shall be closed to the public if the subject matter being considered is,

*(a) a request under the Municipal Freedom of Information and Protection of Privacy Act, if the council, board, commission or other body is the head of an institution for the purposes of that Act; or*

*(b) an ongoing investigation respecting the municipality, a local board or a municipally-controlled corporation by the Ombudsman appointed under the Ombudsman Act, an Ombudsman referred to in subsection 223.13 (1) of this Act, or the investigator referred to in subsection 239.2 (1). 2014, c. 13, Sched. 9, s. 22.*

#### **Educational or training sessions**

*(3.1) A meeting of a council or local board or of a committee of either of them may be closed to the public if the following conditions are both satisfied:*

*1. The meeting is held for the purpose of educating or training the members.*

*2. At the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the council, local board or committee. 2006, c. 32, Sched. A, s. 103 (1).*

#### **Resolution**

*(4) Before holding a meeting or part of a meeting that is to be closed to the public, a municipality or local board or committee of either of them shall state by resolution,*

*(a) the fact of the holding of the closed meeting and the general nature of the matter to be considered at the closed meeting; or*

*(b) in the case of a meeting under subsection (3.1), the fact of the holding of the closed meeting, the general nature of its subject-matter and that it is to be closed under that subsection. 2001, c. 25, s. 239 (4); 2006, c. 32, Sched. A, s. 103 (2).*

#### **Open meeting**

*(5) Subject to subsection (6), a meeting shall not be closed to the public during the taking of a vote. 2001, c. 25, s. 239 (5).*

#### **Exception**

*(6) Despite section 244, a meeting may be closed to the public during a vote if,*

*(a) subsection (2) or (3) permits or requires the meeting to be closed to the public; and*

*(b) the vote is for a procedural matter or for giving directions or instructions to officers, employees or agents of the municipality, local board or committee of either of them or persons retained by or under a contract with the municipality or local board. 2001, c. 25, s. 239 (6).*

#### **Record of meeting**

*(7) A municipality or local board or a committee of either of them shall record without note or comment all resolutions, decisions and other proceedings at a meeting of the body, whether it is closed to the public or not. 2006, c. 32, Sched. A, s. 103 (3).*

**Same**

*(8) The record required by subsection (7) shall be made by,*

*(a) the clerk, in the case of a meeting of council; or*

*(b) the appropriate officer, in the case of a meeting of a local board or committee. 2006, c. 32, Sched. A, s. 103 (3).*

**Record may be disclosed**

*(9) Clause 6 (1) (b) of the Municipal Freedom of Information and Protection of Privacy Act does not apply to a record of a meeting closed under subsection (3.1). 2006, c. 32, Sched. A, s. 103 (3).*

## **Attachment #3**

### **GSDC Conflict of Interest Policy**

#### **EXISTING GREATER SUDBURY COMMUNITY DEVELOPMENT CORPORATION**

##### **CONFLICT OF INTEREST POLICY**

The Greater Sudbury Development Corporation requires the highest ethical standards of the directors, by using the City of Greater Sudbury assets efficiently for the City's economic development objectives; and by taking measures to assure that decisions are not influenced by self-interest. This Policy is intended to provide guidance on how to deal appropriately with situations that involve, or may appear to involve, conflicts of interest.

While conflicts of interest and appearances of conflicts of interest are to be kept to a minimum, the Greater Sudbury Development Corporation has always included, and benefited from directors with associations to other community entities that are appropriate recipients of economic development project investments. It is predictable that people with interest and expertise in the non-profit sector often will have such associations. The Greater Sudbury Development Corporation will not discriminate against worthy grant recipients because its Board members serve those recipients in some role. This Policy describes, among other things, how decisions involving these and similar situations should be dealt with to ensure the integrity of the process. Its basic purpose is to avoid both the reality and the perception that directors have used their positions to derive inappropriate financial, personal or institutional benefits, and it should be interpreted and applied to achieve this purpose.

In order to assure impartial decision-making, it is the policy of the Greater Sudbury Development Corporation that any conflicts of interest, or apparent or potential conflicts of interest, be fully disclosed before a decision is made on the matter involved, and that no director participates in any decision in which he or she has a conflict of interest.

It is the continuing responsibility of all directors, advisors, and staff to review their outside business interests, philanthropic interests, personal interests, and family and other close relationships for actual, apparent, or potential conflicts of interest with respect to the funding decisions being made by the Greater Sudbury Development Corporation, and to promptly disclose the nature of the interest or relationship.

##### **Conflict of Interest Defined**

Generally, a conflict of interest with respect to a proposed Greater Sudbury Development Corporation transaction or grant exists if a director of the Greater Sudbury Development Corporation: (a) is in a position to make or influence the GSDC's decisions about whether and how to proceed with a proposed transaction or grant,

and (b) has an affiliation, as described below, with any other party to a business transaction or with the potential beneficiary of a grant. An apparent conflict of interest is one that a skeptical viewer might reasonably believe might cause the director's decision to be tainted by self-interest.

For purposes of this policy, an affiliation is the close involvement with a vendor, service provider, or grantee on the part of: a director of the GSDC, or spouse, domestic partner, parent, and/or close family member.

Affiliation includes, but is not limited to, serving as a Board member, employee, or consultant to a current or potential grantee, service provider, or vendor, or doing business with the grantee, service provider, or vendor. Directors of the GSDC shall communicate fully with the Board of Directors regarding such affiliations and any other relationship or commitment that could affect, or be seen to affect, the impartial fulfillment of their roles in the affairs of the Greater Sudbury Development Corporation. Doubts about whether a relationship warrants disclosure under this policy should be resolved in favor of disclosure.

Further, during the GSDC Board nomination process, all applicants will be requested to submit a declaration of affiliation(s) that includes relationships/commitments through board, committee, employer or otherwise that may affect or be seen to affect the impartial fulfillment of their proposed role in the affairs of the Greater Sudbury Development Corporation.

## **Due Diligence Process**

### **CED Committee**

The CED committee, a sub-committee of the GSDC Board meets regularly to review economic development funding requests to the City. Upon receipt of the applications and staff evaluation summaries, CED members will identify whether they have a conflict of interest, potential, apparent and/or otherwise. At the CED meeting, the member will declare a conflict on the agenda item to the CED Committee Chair and leave the room during the discussion of the item. The member will be asked to return to the meeting by the CED Chair once the discussion is complete. If the CED Chair is the member with a conflict of interest, the member will leave the room and request that another CED member take the Chair during the discussion.

The member's declaration will be recorded in the CED minutes as will their departure and return to the meeting.

### **GSDC Board**

At the start of every GSDC Board meeting, there is a standing agenda item entitled declaration of conflict of interest. It is the responsibility of the GSDC and/or CED board member to declare a conflict of interest on the item(s) that they have a conflict of interest, apparent, potential or otherwise.

As part of the agenda of the GSDC Board meeting, the members receive recommendations on funding applications from the CED committee. The CED Chair provides a summary of the evaluation, the Board is invited to comment and pose questions and a motion is voted upon to either support and/or not support the funding application.

The Board member that declared a conflict must leave the room when the agenda item is discussed and may return when the discussion is complete. They will not participate in the discussion or in the vote of a motion as it relates to the agenda item.



## Governance Review and Update



**JOHN T. DINNER**  
BOARD GOVERNANCE SERVICES

November 1, 2018





## Governance Review Report Content

1. Introduction and Context	3
2. Governance Review Deliverables	4
3. The Key Governance Challenges	5
4. Summary of Recommendations	5
5. Simplifying the Accountability Framework	8
6. GSDC Role and Responsibilities	13
7. Relationship with Council, Board and Staff	15
8. Strategic Alignment and Objectivity	17
9. Boardroom Culture	18
10. Board Size and Make-up	19
11. Other Recommendations	20
12. Final Thoughts and Guidance	22
13. Appendices	23
• Board of Directors mandate	
• Committee mandates	
• Bylaws	







## 1. Introduction and Context

This comprehensive governance review of the Greater Sudbury Economic Development Corporation (GSDC) was conducted after an internal initiative identified several opportunities for performance enhancement. The Board believed a more rigorous review will further identify and address issues that will clarify and enhance the Board's role and contribution to the success of GSDC and, in turn, the economic development initiatives of the City of Greater Sudbury.

The objectives and outcomes for the governance review were achieved by completing the following steps:

**A. Documentation Review:** The following documents were reviewed relative to best practice at the outset of the governance review and informed the following process steps:

- GSDC Bylaw #5
- GSDC Bylaw #6
- GSDC Terms of Reference
- GSDC Board Travel Policy
- Conflict of Interest Policy
- GSDC Operating Agreement
- Nominations Process Policy
- Letters Patent
- Letter of Declaration for GSDC Board of Directors
- GSDC Reporting Relationship with City Council
- Community Economic Development Funding Guidelines
- Due Diligence and Financial Reporting Procedures

**B. Peer Organization Review:** The peer review consisted of two component pieces:

1. Online research into five peer organizations located in different communities, including:
  - a. Kingston, ON
  - b. London, ON
  - c. Regina, SK
  - d. Thunder Bay, ON
  - e. Waterloo Region, ON
2. Interviews were completed with the Chief Executive Officers at:
  - a. Kingston, ON
  - b. London, ON
  - c. Regina, SK
  - d. Waterloo Region, ON

**C. Governance Review and Update Survey Preparation / Implementation:** A survey with 62 questions was completed by 17 individuals (it was circulated to 30 individuals). From the survey results, key issues and themes were identified that informed the information interviews that followed (see *D. Key Information Interviews* below).

**D. Key Information Interviews:** Interviews were held over three days in Sudbury. These interviews focused on key issues and themes resulting from the survey completion, including:

1. Need for role/responsibilities clarification
  - a. Full Board of Directors
  - b. Individual Directors
2. Process for monitoring Staff performance relative to strategic priorities





3. Evaluating Staff performance relative to goals and objectives
4. Process for Staff succession
5. Risk identification and oversight
6. Human resource policies and compensation framework
7. Clarity of Committee mandates to guide work
8. Process for appointing Committee members
9. Time allotment for in-camera meetings
10. Staying apprised of corporate governance developments and their applicability to GSDC
11. New director orientation process and ongoing education effectiveness
12. Communication and working relationship between the Board and Council

**E. Governance Review/Update Reporting and Recommendations:** Throughout the review process, regular updates were provided to Ian Wood, Director, Economic Development, Greater Sudbury Economic Development Corporation.

The following report summarizes the key findings, analysis and recommendations for consideration by the GSDC Board of Directors.

**F. Presentation to Board of Directors:** It is anticipated an in-person session will be held with the GSDC Board of Directors to consider an overview of the review findings and to provide any clarification or elaboration that might be helpful. This is scheduled to take place on Wednesday, November 14, 2018.

## 2. Governance Review Deliverables

The Governance Review will include the following components and deliverables:

1. An overview of the process undertaken and the results of that process in identifying key issues impact board and committee performance;
2. An overview of analysis of assessment input and conclusions drawn from that analysis;
3. Identification of those practices which are particularly effective in facilitating good governance and board and committee effectiveness at GSDC;
4. Identification of key areas where board effectiveness may not be fully realized;
5. Recommendations on steps GSDC should focus its efforts to act on opportunities for increased board effectiveness;
6. Revised Terms of Reference for GSDC Board, including clearly defined roles and responsibilities of individual GSDC Board members;
7. Recommended text with respect to a conflict of interest protocol as it pertains to members of City Council and Staff serving on the GSDC Board;
8. Recommended structure for the Board and its Committees that will serve to meet the review and update objectives;
9. Terms of Reference for Board committees, including Community Economic Development; GSDC Board Executive; GSDC Nomination Committee; Tourism Development Committee;





10. A refreshed draft of revised corporate by-laws reflecting current practice for this important constating document;
11. Identification and recommendation for a new Operating Agreement between the City of Sudbury and the GSDC (including language regarding due diligence on economic projects, arts and culture grants responsibilities, references to Municipal Accommodation Tax and General Manager assessment); and,
12. A final report summarizing approach, activities and recommendations, accompanied by final draft of deliverable documents.

### 3. The Key Governance Challenges

This report cites several opportunities for the GSDC Board to address. These include both opportunities and matters to be resolved. All are proposed from the perspective of the GSDC being able to deliver on its economic development mandate for the broad public good: the City of Greater Sudbury generally, as well as those with specific interests or relationships with respect to the Corporation.

*The key challenges facing the GSDC and, in turn, the successful fulfilment of its economic development mandate, are the lack of a clear role and explicit authority to fulfil its potential, despite being the “the economic development arm of the City of Greater Sudbury”. To do so, there is a need for greater trust and confidence between the Council of the City of Greater Sudbury and the GSDC.*

These challenges prevent a clear understanding of the contribution the GSDC is to make, given disparate views of the value of the role the GSDC performs and limitations on the ability of the GSDC to fully leverage its potential in terms of positively impacting economic development activities in the City of Greater Sudbury.

The balance of this report addresses the various contributors to this challenge and recommends a roadmap for moving forward so the mission of the GSDC can be achieved fully, with the full confidence of Council and other interested parties.

### 4. Summary of Recommendations

The following is a compendium of nine recommendations included the report that follows. Each is provided in isolation of the context and rationale that forms much of this report. However, it is intended as a convenient way for recipients of this report to consider all recommendations together.

In considering the development of recommendations, a “form follows function” approach was employed. If economic development is the outcome to be achieved, then the function should be structured with a view to deliver on the results expected.

**Recommendation #1:** The position of the GSDC in the broader City of Greater Sudbury and other component pieces should be clarified and simplified. The relationship between the GSDC and Council is central to this process.

Therefore, consideration should be given to more fully realize the potential of the current structure by enabling the GSDC to become more independent of Council, with elected officials still maintaining ultimate decision-making around contracting with the GSDC for the economic development services provided and the outcomes achieved. As such, the City would still have approval authority of the GSDC’s





mandate and the funding required to successfully implement a strategy aligned with the City's economic priorities.

Those roles within the current Economic Development Department of the City of Greater Sudbury that align with the GSDC's strategic economic development role and responsibilities should come under the authority of the GSDC going forward.

A significant change management process will be required to successfully guide the process given the impact (real or perceived) on individuals presently employed directly by the City of Greater Sudbury.

In essence, the economic development function from a strategic perspective is to be outsourced by the City to the GSDC, with more administrative matters (e.g., planning, permitting, etc.) remaining as the core function of a City department.

**Recommendation #2:** The GSDC should work with the City of Greater Sudbury to define the role and contribution it will rely on the GSDC to make on matters with economic implications. The goal of defining or confirming the GSDC's role should be driven by the leadership role the GSDC can play in economic development for the benefit of the City of Greater Sudbury:

- The expertise the City needs to ensure this function is optimally equipped to achieve success as "the economic development arm of the City of Greater Sudbury";
- The authority should logically reside with the GSDC in light of the expertise resident with the Board and Staff; and,
- The decision-making authority required to deliver on its leadership mandate.

**Recommendation #3:** The relationship between the Council and GSDC needs to be defined once the accountability structure and role of the GSDC is confirmed. In concert with this focus on how Council and GSDC will work together and share power and control going forward, the role of the Mayor and Councillors need to be clarified in light of the assumed authority this role brings to the GSDC.

With this in mind, it is recommended Councillors and the Mayor should not be members of the GSDC Board. Rather, accountability should be direct to Council through a robust accountability process in favour of the current structural approach based on Board membership. This new process orientation will be based on more rigorous reporting on results achieved relative to explicit strategic imperatives.

**Recommendation #4:** There is, at a minimum, the need to act on the opportunity for the GSDC Board to be consulted on the performance of the Director of Economic Development. More broadly, consideration should be given to the accountability relationship that should exist between the GSDC Board and the Director of Economic Development. Should this review result in a more independent GSDC, it is recommended the Director of Economic Development report to the GSDC Board of Directors.

**Recommendation #5:** How the City's economic priority is to be achieved should be explicitly delegated to the GSDC. In undertaking this work, GSDC would ensure all economic development activities are mission focused, data driven, in the best interests of the City, free from political interference, guided by the best thinking of both the Board and GSDC Staff, representing the expertise of the most qualified and motivated individuals from the community and with a high degree of accountability back to Council (as described earlier in this report).





**Recommendation #6:** It is important for the GSDC Board to formally recognize the role boardroom culture plays in governing well. The Board should undertake a commitment to choose the culture it believes is conducive to fostering trust and confidence and enabling the effective consideration of issues that must be factored into the Board's decision-making.

A good starting point for nurturing trust and confidence is by the explicit adoption of and commitment to shared values. The City of Greater Sudbury's core values provide a useful template for the GSDC Board to adopt and to commit to in partnership with the City. These values are entirely consistent with the perspectives offered in this report. The challenge is to give life to these values which include:

- Acting today in the interests of tomorrow
- Providing quality service with a citizen focus
- Embodying openness and transparency
- Communicating honestly and effectively
- Creating a climate of trust and a collegial working environment to manage our resources efficiently, responsibly and effectively
- Encouraging innovation, continuous improvement and creativity
- Fostering a culture of collaboration
- Ensuring an inclusive, accessible community for all
- Respecting our people and our places.

**Recommendation #7:** The Board should be structured with a more focus on economic development narrowly defined. This would preclude other interests such as political and cultural. As much as these interests have a bearing on economic development matters, the GSDC and its Board should adopt more of a sharper focus on its mandate and the strategic priorities being pursued and recruit new Board members accordingly. This can be achieved by identifying the skills, knowledge and experience required for the Board to effectively deliver on its oversight accountabilities going forward.

**Recommendation #8:** The role of individual board members needs to be clarified and confirmed. This should occur once GSDC has been restructured so the Board is in a position to begin governing an independent entity with an agreed-upon strategy

Going forward, the obligations should be made explicit and mechanisms implemented to ensure they are met, including:

- Relevant skills, knowledge and experience aligned with GSDC's strategic priorities;
- Commitment to the achievement of GSDC's mission and mandate;
- Meeting preparation and engagement;
- Leadership from a governing perspective;
- A willingness to commit the time and energy to advocate for GSDC in the achievement of its strategic imperatives;
- A strong outcomes focus in providing strategic oversight;
- A willingness to contribute to the creation and success of a contributory Board team, along with the success of GSDC in achieving economic development success;
- Active support for and participation in all elements of the "director life cycle" (please see Nominations Committee duties, pg. 29).





**Recommendation #9:** Once the role of the GSDC Board is confirmed, the following oversight committees should make up the Board committee structure:

- Audit and Finance Committee
- Governance / Nominations Committee
- Human Resources / Compensation Committee
- Tourism Development Committee

Other committees, including the Executive Committee should be eliminated.

## 5. Simplifying the Accountability Framework

An issue central to the key governance challenge facing the GSDC relates to the broad issue of accountability relationships. Perhaps more importantly, the diversity of views is a significant an issue for consideration for the Board of Directors going forward.

As a starting point, it is acknowledged the GSDC Board has a variety of internal and external stakeholders to which it relates. These include but are not limited to:

- City Council
- The Mayor
- Chief Administrative Officer
- Director of Economic Development
- Economic Development Department
- A variety of external stakeholder such as the Business Improvement Area, Chamber of Commerce, arts and culture organizations and the like.

In order to be able to deliver on the core governance principle of accountability, it is important to gain greater clarity on the GSDC's relationship to these stakeholders. While some of these relationships may be clear to some Board members, there is no consensus or shared understanding around the boardroom table.

The starting point for accountability is to clarify which entity "owns" the GSDC, as ownership is typically positioned at the top of the accountability hierarchy. While the GSDC has been established as a standalone legal corporation, its primary accountability is to the City of Greater Sudbury.

This accountability relationship plays out through a number of groups or individuals, both formally and informally. Given the number of players involved, the accountability relationship lacks clarity, at least in the minds of some Board members. As a result, there is the belief the GSDC should become more independent from the City in order for it to be able to clarify and fulfill its mandate.

The appetite for greater independence, though limited to a subset of the current Board, is not some rogue movement. Rather, it is a recognition there are challenges the Board faces in being able to deliver fully as overseers of the GSDC in the best interests of economic development in the City.

While the GSDC is clearly a standalone entity in a legal sense, functionally there are interdependencies that tend to cloud what, in an ideal situation, would be clear accountability and focused efforts to spur on economic development.





This lack of clarity manifests itself from several dynamics at play:

- The lack of optimal engagement with Council (which is the key accountability relationship assuming there is agreement the City of Sudbury is the “owner” of the GSDC);
- The struggle some representatives of the City (i.e., the Mayor, Council members) have in clearly defining their role and influence with respect to their membership on the GSDC Board; and,
- The relationship between the GSDC Board and the Director of Economic Development and related accountabilities given that Mr. Wood reports formally to the Chief Administrative Officer.

One of the big questions is the GSDC’s role and how it fits into the bigger economic development picture in the City of Greater Sudbury.

- On its corporate website, the GSDC is described as follows under the economic development page of the “Do Business” banner:

*“The Greater Sudbury Development Corporation (GSDC) is the economic development arm of the City of Greater Sudbury. Consisting of a 17-member board of directors, and supported by City staff, the GSDC serves as a catalyst for economic development initiatives, and supports the attraction, development and retention of business in the community. The goal is to support projects and initiatives that demonstrate potential job and wealth creation and export development while promoting investment and continued economic diversification.”*

- Similar wording appears on the GSDC website:

*“The Greater Sudbury Development Corporation is the economic development arm of the City of Greater Sudbury. We work with businesses throughout the decision-making process and support the attraction, development and retention of business in the community.*

*The GSDC works with community stakeholders to cultivate entrepreneurship, build on local strengths and stimulate continuous development of a dynamic and healthy city.”*

- On the same website, the economic development function under the “Departments and Services” section of the “City Hall” banner, is described as follows:

*“The Economic Development division is focused on investment attraction, community promotion, improved quality of life and support for local business. They also provide support to, and receive guidance from, the 18-member community board of the Greater Sudbury Development Corporation (GSDC).*

*This division includes:*

- *Web Marketing Section*
- *Investment and Business Development Section*
- *Tourism and Culture Section*
- *Regional Business Centre”*

- The Functional Organizational Chart included in the “City Hall” section of the City’s corporate website shows the Economic Development Division reports directly to the CAO. The GSDC does not show up on this Chart in the way, for example, Greater Sudbury Airport Services does.





This lack of clear accountability and fit results in a less than optimal level of objectivity and independence for the GSDC to pursue its mission given the lack of an explicit leadership role both structurally and in practice. One might easily assume as “the economic development arm of the City of Greater Sudbury”, the GSDC would formally oversee the Economic Development Division as opposed to being the recipient of support and guidance. Arguably, guidance should go in the opposite direction.

The following is an overview of research conducted relative to the mandate, structure, purpose and key functions of other economic development corporations. Key conclusions include the following:

- The commonly held “ownership” structure across economic development corporations;
- The posture of independence of economic development corporations relative to their owners;
- The diversity of approaches used, suggesting there is no “one size fits all” approach to economic development at the municipal level;
- The independence of Board members serving on these economic development corporations and a lesser presence of political representatives serving on their boards; and,
- The need to differentiate between an activities focused economic development organization versus one that establishes annual targets based on specific and measurable outcomes.

MUNICIPALITY	MANDATE / PURPOSE / FUNCTION
Economic Development Regina (EDR)	<ul style="list-style-type: none"><li>• <b>Mandate:</b> the lead economic development agency for the Greater Regina Area (GRA).</li></ul>
	<ul style="list-style-type: none"><li>• <b>Structure:</b> The following are key structural elements:<ul style="list-style-type: none"><li>○ A standalone, independent not-for-profit corporation</li><li>○ An independent skills-based board; political representation limited to the Mayor who is ex officio with no vote on Board matters</li><li>○ City of Regina is the sole shareholder</li><li>○ City approves annual funding based on EDR’s strategic plan</li><li>○ Funded by both the municipality and private sector</li></ul></li></ul>
	<ul style="list-style-type: none"><li>• <b>Purpose:</b> Identify, develop and promote opportunities that advance economic prosperity for those who live, work, learn, visit and invest in the Greater Regina Area.</li></ul>
	<ul style="list-style-type: none"><li>• <b>Functions:</b> provides leadership with accountability for:<ul style="list-style-type: none"><li>○ Support industry growth and diversification through retention, development and attraction of industry and tourism.</li><li>○ Find innovative ways to promote sustainable growth while effectively addressing the challenges associated with it.</li><li>○ Market and promote the Greater Regina Area for business and tourism.</li><li>○ Ensure the Greater Regina Area offers a vibrant and diversified economy for investors, is a positive destination experience for visitors and offers a high quality of life for residents.</li></ul></li></ul>







<b>Waterloo Region Economic Development Corporation</b>	<ul style="list-style-type: none"> <li>• <b>Mandate:</b> The Region's one-stop concierge service for those looking to locate, relocate or expand to Waterloo, fostering, supporting and delivering an integrated approach to economic development in Waterloo Region.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Structure:</b> The following are key structural elements: <ul style="list-style-type: none"> <li>○ An independent corporation that facilitates economic development on behalf of Waterloo, Kitchener, Cambridge and outlying townships</li> <li>○ Independent skills-based board without any political representation</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Purpose:</b> To build a world-leading legacy of sustainable economic development, prosperity and diversity for Waterloo Region.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Function:</b> As the first point of contact for companies - of all sectors - looking to locate, relocate or expand in Waterloo, the team at Waterloo EDC provides several key services. Complimentary Concierge Services include: <ul style="list-style-type: none"> <li>• Facilitating introductions to business leaders, customers and potential partners in our community;</li> <li>• Supporting local business retention and expansion opportunities;</li> <li>• Providing legal, tax and accounting connections to gather information on doing business in Waterloo, Canada;</li> <li>• Providing information on business and residential real estate opportunities;</li> <li>• Providing connections to assist executives and personnel in moving to Waterloo;</li> <li>• Providing information on available provincial, federal and other incentives and</li> <li>• Facilitating sector collaboration, partnership, information exchange and professional events.</li> </ul> </li> </ul>

<b>Kingston Economic Development Corporation</b>	<ul style="list-style-type: none"> <li>• <b>Mandate:</b> success is based on the attraction of new business, the growth and retention of existing business and tourism opportunities as measured by the resulting economic impact on our community. Kingston's Economic Development Corporation oversees Attraction &amp; Aftercare, Business Growth &amp; Retention, Start-ups &amp; Youth, Emerging Sectors and Workforce Development Portfolios.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Structure:</b> The following are key structural elements: <ul style="list-style-type: none"> <li>○ A separately incorporated not-for-profit agency.</li> <li>○ Governed by a 12 member Board of Directors with representation from the business community and municipal council (Mayor and three councilors appointed annually).</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Purpose:</b> Provide dynamic and collaborative leadership by leveraging Kingston's unique assets to create jobs and investment in order to sustain, grow and transform Kingston's economy to meet the needs of the 21st century. We aim to be one of Canada's leading economies.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Functions:</b> oversees investment attraction aftercare, business growth and retention, start-ups &amp; youth, emerging sectors and workforce development portfolios.</li> </ul>





<b>London Economic Development Corporation</b>	<ul style="list-style-type: none"><li>• <b>Mandate:</b> The lead economic development agency for London, Canada, working with business, government and community partners to attract business investment, develop a connected and supportive business climate and grow London's talented workforce.</li></ul>
	<ul style="list-style-type: none"><li>• <b>Structure:</b> The following are key structural elements:<ul style="list-style-type: none"><li>• 14 Board members, including the Mayor and Director, Economic Development</li></ul></li></ul>
	<ul style="list-style-type: none"><li>• <b>Purpose:</b> Develop sustainable economic advantage through the growth of local business, attraction of new investment and support of an entrepreneurial environment in London.</li></ul>
	<ul style="list-style-type: none"><li>• <b>Functions:</b> Provides economic development services including:<ul style="list-style-type: none"><li>• Attracting new business and foreign direct investment to London</li><li>• Retaining existing business and assisting with local expansions</li><li>• Advocating for improving the business environment in London</li><li>• Providing workforce development leadership to connect businesses with education institutes and employment sector agencies</li><li>• Marketing and promoting London for business opportunities in overseas markets</li><li>• Establishing business support partnerships throughout the community</li><li>• Assisting the City of London in development of strategic plans such as industrial lands strategy</li></ul></li></ul>

**Recommendation #1:** The position of the GSDC in the broader City of Greater Sudbury and other component pieces should be clarified and simplified. The relationship between the GSDC and Council is central to this process.

Therefore, consideration should be given to more fully realize the potential of the current structure by enabling the GSDC to become more independent of Council, with elected officials still maintaining ultimate decision-making around contracting with the GSDC for the economic development services provided and the outcomes achieved. As such, the City would still have approval authority of the GSDC's mandate and the funding required to successfully implement a strategy aligned with the City's economic priorities.

Those roles within the current Economic Development Department of the City of Greater Sudbury that align with the GSDC's strategic economic development role and responsibilities should come under the authority of the GSDC going forward.

A significant change management process will be required to successfully guide the process given the impact (real or perceived) on individuals presently employed directly by the City of Greater Sudbury.

In essence, the economic development function from a strategic perspective is to be outsourced by the City to the GSDC, with more administrative matters (e.g., planning, permitting, etc.) remaining as the core function of a City department.





This recommendation represents material change in terms of accountabilities and, as such, should not be considered in isolation of other findings of this report.

Finally, this recommendation may be perceived as the City of Greater Sudbury giving up significant control of economic development in the community. Rather, it should be seen as leveraging the value of community expertise, motivation and commitment. At the same time, it is also about economic development and enhanced results focus and increased accountability on the part of the GSDC.

In considering this recommendation, ultimately the City of Greater Sudbury needs to determine what it wants achieved in terms of economic development. Additionally, Council needs to determine the role GSDC can play given its built-in strengths and how these can be effectively applied to the pursuit of future economic development opportunities. Structural considerations should be very much secondary to GSDC's mandate and the results to be achieved.

In this model, Council does not give up control. Rather, this is leveraging GSDC's true potential. Continued accountability to Council by GSDC would be achieved in the following ways:

- Approval of the appointment of GSDC Board members;
- Regular (i.e., at least biannually and possibly quarterly), more rigorous reporting to Council by GSDC on key success indicators relative to explicit strategic imperatives, as well as the GSDC's delivery on key governance principles (e.g., accountability, transparency, stewardship); and,
- Approval of funding to support the GSDC's strategic priorities aligned with the City's own priorities.

## 6. GSDC Role and Responsibilities

Regardless of where the GSDC fits in the accountability framework for economic development going forward, its role and responsibilities need clarity, explicitness and more meaningful accountability.

The primary role the GSDC performs is to make decisions relative to the expenditure of the \$1 million in annual funding provided by the City of Greater Sudbury for economic development purposes. The Board has been given the authority to vet and approve grant applications to support initiatives up to \$250,000. Requests for funding greater than \$250,000 are recommended by the GSDC for approval by Council.

Beyond this funding approval role, the GSDC also provides leadership in the area of initiatives related to and supportive of broader economic development, including:

- Supporting specific business sectors such as mining and tourism;
- Undertaking project related initiatives such as efforts to attach medical physicians.

Board members acknowledge there is a lack of a clear mandate to follow. Other duties identified or proffered as to what the Board either does presently or should undertake in the future includes:

- Serving as an objective, third-party economic development advisor to Council;
- Acting as a sounding board to initiatives being pursued or considered by Council;
- Acting as a buffer as may be needed or helpful between Council and competing interests; and,
- Undertaking economic development activities that would be difficult for Council to support given the entrepreneurial nature of some grantees and the associated risks.





A comparison with the description of the responsibilities of the Board of Directors of the Sudbury Airport Community Development Corporation might be helpful to highlight as these seem to be more explicit and more in keeping with the duties of an oversight board. They:

- Oversee the development and approval of the Strategic Plan;
- Define and safeguard the Sudbury Airport Community Development Corporation organizational mission, values and operating principles;
- Governance of the corporation through policies and planning objectives;
- Select and support a Chief Executive Officer to who the executive leadership is delegated; and,
- Secure sufficient resources to finance SACDC programs and operations.

Arguably, the GSDC Board should have a similar mandate to follow relative to economic development on behalf of the City of Greater Sudbury.

An issue that was considered during several interviews was the role the GSDC might have played in the consideration a new arena/event centre given the obvious economic development implications of this project. GSDC was not actively engaged in providing advice or undertaking work that would support location decision-making.

The rationale for not looking to the GSDC for guidance on this landmark infrastructure development may have been due to the retention by the City of Greater Sudbury of PwC Canada to undertake a related study and to develop a business case for the project. At the same time, exclusion from the process sent a message to GSDC that its involvement in economic development opportunities will be selective and that Council's reliance on the GSDC will serve political rather than clear economic development interests. Given other feedback on this issue, GSDC's exclusion from the process may have more to do with the absence of the needed level of trust and confidence between Council and the GSDC for this to have occurred.

In retrospect, GSDC members believe they could have provided meaningful input given the level of expertise and insight Council could leverage on the Board. The Board could have also provided a valuable endorsement of a preferred option that Council could use in defending the ultimate decision.

GSDC members in favour of a role it could have played defined this role relative to:

- A sounding board and essential/valued advisor;
- Providing objective feedback on community implications;
- Conducting analysis of the situation;
- Another source of assessing site strengths and weaknesses;
- Engaging community organizations such as the Business Improvement Areas; and,
- Assessing fit and alignment with broader economic development strategy.

GSDC Board members see merit in and favour a more active role on larger projects within the City that have a connection to economic development. The contribution of the GSDC Board would be to equip Council to make an optimal, data-driven decision void of competing interests and opinions among individual Councillors. Ultimately, this role is seen as one that gives GSDC the opportunity to have a more meaningful role and contribution to make to the future prosperity of the City.





Relative to the Synergy Centre, the GSDC played a significantly different role in the preparatory work on this conference centre project. This work focused on providing funding to conduct a feasibility study, stakeholder engagement and provision of needed staff support. In the minds of some GSDC Board members and other interviewees, this could be used as a model for future GSDC engagement on all projects with an economic development focus or impact.

**Recommendation #2:** The GSDC should work with the City of Greater Sudbury to define the role and contribution it will rely on the GSDC to make on matters with economic implications. The goal of defining or confirming the GSDC's role should be driven by the leadership role the GSDC can play in economic development for the benefit of the City of Greater Sudbury:

- The expertise the City needs to ensure this function is optimally equipped to achieve success as “the economic development arm of the City of Greater Sudbury”;
- The authority should logically reside with the GSDC in light of the expertise resident with the Board and Staff;
- The decision-making authority required to deliver on its leadership mandate.

## 7. Relationship with Council, Board and Staff

Much of the focus on “corporate governance” over several decades has been on structural or process matters. Given the inability to legislate, guide or regulate working relationships and behaviour, this area has been given less attention, but tends to have greater impact on overall governance effectiveness. This is certainly the case at the GSDC, particularly given the complex accountability relationships that exist.

In the following, relevant relationship dynamics relative to the work of the GSDC are addressed:

- **Board / Council Relationship:** Absent a high degree of trust and confidence between all those working in the economic development space, the clarification of roles, responsibilities and accountability relationships will have little impact in addressing the challenge this governance review is trying to address.

As already noted, there is an accountability framework that is both complex, unclear and, based on individual input, inconsistent. Much of the challenges relates to the relationship between GSDC and Council and the structural response to them. Depending on one's perspective:

- GSDC authority and decision-making needs to be contained given the lack of direct accountability;
- The direct involvement of politicians encumbers a Board given dual and, sometimes, misaligned accountabilities and priorities;
- An inability for Council representatives to exercise the objectivity, independence and results focus that an independent board is able to deliver;
- Unclear delegation resulting in a sense the GSDC Board is overstepping its mandate when it expects to have a role relative to certain economic development projects;
- The difficult to identify where accountabilities start and stop between the GSDC Board and Council;



- The GSDC is often seen to be a department of the City rather than a separate legal entity; and,
- The lack of clear lines of accountability between the Board, Council, the Mayor and the Director of Economic Development when it comes to economic development matters.

A key aspect of the relationship challenge is a perceived or real conflict of interest that can occur between the duties of the Mayor and Councillors as elected officials and their role on the GSDC Board. These are often circumstantial as opposed to systemic. Given the related roles, it can be a challenge for politicians to fulfill their fiduciary duty to the GSDC, while also delivering on their political responsibilities free from competing interests.

The perceived role of Councillors and the Mayor on the GSDC Board is to form a link to Council. While the impetus is sound in theory, the use of structure to make this connection and, presumably, to help ensure accountability, is difficult in practice given the real accountability framework should be from Board to Council (and not a subset). It is unreasonable to expect Council representatives on the Board to fulfill their fiduciary duties relative to GSDC given competing interests pressures and obligations to their constituents.

**Recommendation #3:** The relationship between the Council and GSDC needs to be defined once the accountability structure and role of the GSDC is clarified and confirmed. In concert with this focus on how Council and GSDC will work together and share power and control going forward, the role of the Mayor and Councillors need to be clarified in light of the assumed authority this role brings to the GSDC.

With this in mind, it is recommended Councillors and the Mayor be relieved of their oversight obligations as Board members of the GSDC, a distinct legal corporation, given the challenges this poses to them.

Rather, accountability should be direct from the GSDC Board to Council through a robust accountability process in favour of the current structural approach (based on Board membership). This new process orientation will be based on more rigorous reporting of results achieved relative to explicit strategic imperatives. This model will:

- Heighten accountability of the GSDC to Council;
- Relieve Councillors from the challenge of navigating sometimes competing interests.
- Preserve and clarify the “ownership” relationship between the City of Greater Sudbury and GSDC.

To ensure alignment with City priorities with respect to the work of the GSDC, please refer to section #8 that speaks to strategy.

- **Board / Director or Economic Development Relationship:** The GSDC Board relies heavily on Mr. Wood, the Director of Economic Development to support its work and help fulfill its mandate. Mr. Wood plays an instrumental role in facilitating the work of the Board and equipping it with the information needed for it to function. However, the Board is not involved in the selection, compensation or performance management of the Director of Economic Development.



Based on the vantage point of some GSDC Board members, the Director of Economic Development has the unenviable task of having to navigate the complex dynamic of defending or advocating for Council-driven policies or priorities the GSDC Board cannot always support. This dual accountability structure to both the Council and, admittedly to a lesser degree, to the GSDC Board, makes it an ongoing challenge for the Director to navigate conflicting views and priorities. As much as such challenges are handled deftly and with integrity, it is difficult for the GSDC to make a meaningful contribution. Instead, the GSDC Board's energy and time is consumed by distractions caused by Council and GSDC Board members not being on the same page.

This relationship complexity is the result of competing priorities between Council and direction being given to the Economic Development Department and the experience the GSDC brings to the economic development function.

**Recommendation #4:** There is, at a minimum, the need to act on the opportunity for the GSDC Board to be consulted on the performance of the Director of Economic Development.

More broadly, consideration should be given to the accountability relationship that should exist between the GSDC Board and the Director of Economic Development. Should this review result in a more independent GSDC, it is recommended the Director of Economic Development report to the GSDC Board of Directors.

## 8. Strategic Alignment and Objectivity

A critical tool to align the GSDC's priorities with those of the City of Greater Sudbury is a comprehensive strategy that reflects an objective assessment of the City's strengths and candid consideration of economic development opportunities. This would reflect the work of those who have both the experience and commitment to help the City realize its true economic potential in light of prevailing realities.

Presently, the GSDC struggles with a lack of strategic focus that meets the criteria cited above, while also aligning with Council's priorities. This is due, at least in part, to the existence of two strategic plans that do not always synchronize: one strategic plan developed and approved by Council and a parallel plan that is the outcome of work by the GSDC.

The current strategic plan approved by Council includes the following relevant priority:

*"Stronger economic growth: a. increased jobs, assessment growth, new businesses, building construction activity, housing starts, festivals and sports tourism events, hotel occupancy rates, and gross domestic product (GDP)."*

The primary role of the GSDC Board going forward is to provide guidance, stewardship and oversight accountability for ensuring this economic priority is achieved.

**Recommendation #5:** How the City's economic priority is to be achieved should be explicitly delegated to the GSDC. In undertaking this work, GSDC would ensure all economic development activities are mission focused, data driven, in the best interests of the City, free from political interference, guided by the best thinking of both the Board and GSDC Staff, representing the expertise of the most qualified and motivated individuals from the community and with a high degree of accountability back to Council (as described earlier in this report).





By ensuring all activities remain steadfastly centered on an agreed-upon strategy guided by expert and objective input, the City would benefit from the strategy-driven focus and freedom from political distractions for the benefit of the overall community.

## 9. Boardroom Culture

As already inferred, the relationship dynamic in the boardroom has significant impact on overall board performance. The current lack of trust and confidence (perceived or real) between the GSDC Board and Council is a central theme in the governance review and has been addressed in part in the section on relationship accountabilities.

By way of reminder, the current boardroom culture is influenced in large degree by:

- The presence of elected officials on the Board and the challenges already identified relative to all Board members being able to focus on and live up to their fiduciary duties to the GSDC;
- Competing priorities between elected officials and community Board members;
- Differing views or beliefs on the part of GSDC Board members as to the degree to which the Board plays a useful role in economic development matters; and,
- The complex relationship that results from the Director of Economic Development having dual accountability relationships.

It is important that conditions exist where candid deliberations can routinely take place in the boardroom. Conditions must also exist that foster trust, confidence and respect for various and sometimes competing perspectives.

These conditions only exist by all boardroom participants committing to the behaviours that foster the chosen culture. The current make-up of the board does not lend itself to progress being made in this area. For example, some interviewees pointed to the difficulty to raise contrarian views given the prevailing boardroom environment. For non-politicians, it is difficult to navigate related issues that draw the discussion away from the GSDC mandate.

Trust and confidence with Council can be achieved:

- By the two parties agreeing on the strategic focus for economic development in the City of Greater Sudbury and the GSDC regularly reporting on the status of strategic commitments and their achievement.
- Through the commitment on the part of all Board members and staff to a certain way of working together, sharing power and control, and addressing areas of conflict as they occur.
- By a shift away from a focus on dialogue and discussion to decision-making that achieve tangible results and success for GSDC and the City. Optimal decision-making needs to be supported by determining the informational needs of Board members that equips them for their related responsibilities.
- By the way Board members and staff work together. Presently, the different priorities or values between elected officials and appointed Board members creates a dynamic that fosters some







suspicion. As a result, conversations tend to be overly formal, municipally focused and a focus on administrative rather than strategic matters. Freedom to explore issues is lacking.

**Recommendation #6:** It is important for the GSDC Board to formally recognize the role boardroom culture plays in governing well. The Board should undertake a commitment to choose the culture it believes is conducive to fostering trust and confidence and enabling the effective consideration of issues that must be factored into the Board's decision-making.

A good starting point for nurturing trust and confidence is by the explicit adoption of and commitment to shared values. The City of Greater Sudbury's core values provide a useful template for the GSDC Board to adopt and to commit to in partnership with the City. These values are entirely consistent with the perspectives offered in this report. The challenge is to give life to these values which include:

- Acting today in the interests of tomorrow
- Providing quality service with a citizen focus
- Embodying openness and transparency
- Communicating honestly and effectively
- Creating a climate of trust and a collegial working environment to manage our resources efficiently, responsibly and effectively
- Encouraging innovation, continuous improvement and creativity
- Fostering a culture of collaboration
- Ensuring an inclusive, accessible community for all
- Respecting our people and our places.

Finally, from a governance oversight perspective, trust and confidence with Council can also be engendered by the Board focusing on the achievement of outcomes as it performs its oversight duties. These include:

- A. Mission and mandate achievement;
- B. Organizational viability and sustainability; and,
- C. Stakeholder trust and confidence.

These outcomes need to be confirmed with Council as the contracted deliverables the GSDC and its Board are to produce, given one of the most significant risks of shifting to a more independent organization is the lack or gap of evidence the GSDC and the Board are focused and clearly delivering on agreed-upon priorities.

## 10. Board Size and Make-up

The current Board complement is, in the minds of most review participants, largely satisfactory from a size perspective. The process for Board member appointments and the make-up of the Board is another matter.

There is general agreement there is a need for a more rigorous selection process. While there are differing views even among non-political appointees, there is concern the work of the GSDC Board is hampered by the random political input that is not contained by an agreed-upon strategic focus. Presently, elected officials essentially appoint themselves to the GSDC Board, reflecting personal interests or motivation.





There is some recognition that political representation on the Board helps Council to understand the work GSDC is undertaking. Presumably, the presence of four elected officials on the Board is intended to ensure a strong link to Council and to facilitate accountability back to the owner. While this may be true in theory, a lack of a strong connection back to Council means from a practical purpose, this structural approach to ensuring communication and accountability is not working optimally. Rather than a structural solution to any related risks, a more process-oriented approach might better achieve both the mandate of the GSDC and the accountability the City requires and deserves.

There does not tend to be a formal consideration of the needed skills, knowledge and experience the Board needs to fulfill its current or future mandate. Rather, there tends to be broader sectoral consideration of how diverse community interests might be represented on the Board.

This dynamic not only undermines the maximum effectiveness of the work of the GSDC, it also serves to erode trust and confidence around the boardroom table when political considerations come into conflict with what is deemed to be in the best interests of the City from an economic development perspective.

The lack of a more meaningful purpose and the ability to effect needed change may also makes it difficult to ensure the GSDC Board is able to attract the very best individuals intent on achieving economic development objectives.

**Recommendation #7:** The Board should be structured with a more focus on economic development narrowly defined. This would preclude other interests such as political and cultural. As much as these interests have a bearing on economic development matters, the GSDC and its Board should adopt more of a sharper focus on its mandate and the strategic priorities being pursued and recruit new Board members accordingly. This can be achieved by identifying the skills, knowledge and experience required for the Board to effectively deliver on its oversight accountabilities going forward.

## 11. Other Recommendations

**Role of Individual Board Members:** The role of Board members is more about obligations versus influence, which is in part the challenge faced by the current Board in light of conflicting roles and accountabilities among Board members.

**Recommendation #8:** The role of individual board members needs to be clarified and confirmed. This should occur once GSDC has been restructured so the Board is in a position to begin governing an independent entity with an agreed-upon strategy

Going forward, the obligations should be made explicit and mechanisms implemented to ensure they are met, including:

- Relevant skills, knowledge and experience aligned with GSDC's strategic priorities;
- Commitment to the achievement of GSDC's mission and mandate;
- Meeting preparation and engagement;
- Leadership from a governing perspective;





- A willingness to commit the time and energy to advocate for GSDC in the achievement of its strategic imperatives;
- A strong outcomes focus in providing strategic oversight;
- A willingness to contribute to the creation and success of a contributory Board team, along with the success of GSDC in achieving economic development success;
- Active support for and participation in all elements of the “director life cycle”.

**Conflict of Interest Policy:** This policy will be influenced by the organizational structure of GSDC going forward. However, it is recommended that the resulting policy reflect related policies in force at the City of Greater Sudbury (Code of Ethics; Municipal Conflict of Interest Act).

The City’s Code of Ethics Policy is generally applicable to the GSDC and includes the following general guidance: Neither Council members nor members of the administration will act in such a way as to constitute a conflict of interest. All residents will be treated equally. No special favour will be granted unless it is approved by a legal resolution of the Council. Decisions on matters of pecuniary interest (either direct or indirect), which impact family members in a way not consistent with the population as a whole, will be deferred pending the advice of the municipality’s solicitor.

The principles of the Municipal Conflict of Interest Act would also be incorporated:

1. The importance of integrity, independence and accountability in local government decision-making.
2. The importance of certainty in reconciling the public duties and pecuniary interests of members.
3. Members are expected to perform their duties of office with integrity and impartiality in a manner that will bear the closest scrutiny.
4. There is a benefit to municipalities and local boards when members have a broad range of knowledge and continue to be active in their own communities, whether in business, in the practice of a profession, in community associations, and otherwise.

**Committee Structure and Appointments:** The current committee structure consists of the following:

- Community Economic Development Committee
- Executive Committee
- Nominations Committee
- Tourism Development Committee

For all committees going forward, there needs to be clear alignment with the mission of the GSDC. The structure should be driven by:

1. The GSDC’s sectoral priorities (e.g., tourism, mining, etc.); and,
2. Good governance and board effectiveness.

Otherwise, the full Board of Directors would retain accountability for oversight of its accountabilities outlined in the draft role description (included on page 19).





The Executive Committee might best be terminated given the potential risk for creating two difficult “classes” of directors as is already becoming the case given the role Executive Committee members sometimes play (e.g., meetings with Members of Parliament and other dignitaries, etc.). Executive Committee members tend to be engaged in the process of briefing Council and are clear on GSDC big picture issues relative to other Board members. To some degree, the Executive Committee is acting somewhat as GSDC’s “brain trust”, which, regardless of the informal nature of this role, nevertheless sends a message of there being two different classes of Board members.

Certain duties of the Executive Committee’s mandate should be assigned to the Board Chair (e.g., development of meeting agendas and other tasks relating to the good functioning of the Board).

The Nominations Committee plays an instrumental role in determining how Board members are identified and recruited. Work should be undertaken to add rigour to the selection process, ensuring all Board members bring needed skills, knowledge and experience and have positions and networks within the community that can be leveraged to help the GSDC achieve results.

**Recommendation #9:** Once the role of the GSDC Board is confirmed, the following oversight committees should make up the Board committee structure:

- Audit and Finance Committee
- Governance / Nominations Committee
- Human Resources / Compensation Committee
- Tourism Development Committee

Other committees, including the Executive Committee should be eliminated.

## 10. Final Thoughts and Guidance

This report represents the potential for a significant departure from the status quo for the Greater Sudbury Economic Development Corporation. This report also seeks to achieve a balance between equipping the Board to govern well and enhancing GSDC’s positioning to enhance its ability to positively impact the economic development function. If adopted, the recommendations represent an ambitious agenda that represents significant but positive change.

In following this roadmap, the role of the Board Chair will require a significant commitment of time and engagement with key stakeholders, most importantly the Director of Economic Development, the Mayor and Council to ensure related issues are identified proactively and addressed in a collaborative manner so all stakeholders realize the intended benefit of the recommendations.

A good practice for the Board as a whole to adopt is regular assessments following each meetings to ensure all related issues, risks, concerns and the like are proactively identified so they can be addressed in a timely and constructive manner.

To gain positive and early momentum, the Board may want to craft an agenda to first complete those opportunities that do not require significant investments of time and energy. This will position the Board and those supporting the Board to address bigger opportunities and challenges that will, no doubt, require greater time, patience and resolve given the substantive nature of the change required.





Ultimately, the success of this review and the implementation of its recommendations will require significant commitment of time and resources and will be measured by the results achieved given the perceived or real risks involved in undertaking such an ambitious program of change and focus. Central to success, then, will be a commitment on the part of current and future Board members to work through the demanding tasks that constitute success. At the same time, the fostering of greater trust and confidence, which is a central theme of this report, will have to be acted upon at the outset as a means of inspiring commitment to achieving the final outcome regardless of the challenges that arise along the way.

Success will be as much a choice as it will be a factor of the implementation of a wise plan. This choice will not be the Board's alone, but will be one to be made by all related stakeholders.

## 11. Appendices

### A. Board of Directors Mandate

**Summary:** The Board of Directors is responsible for overseeing the GSDC to ensure its mission is achieved in a viable and sustainable manner.

The Board has a duty to oversee the Staff with a view to the best interests of GSDC. To fulfill this responsibility, the Board exercises judgment in the areas of:

- Setting the strategic direction and priorities for economic and tourism development in a manner consistent with municipal priorities and the GSDC's mandate;
- Oversight of strategy execution and status of implementation in achievement of intended results;
- Leadership oversight, including the selection of the GSDC's Chief Executive Officer and that individuals compensation and performance;
- Risk oversight, particularly relative to those relevant to the success in the strategic plan implementation;
- Stewardship of GSDC financial and other resources;
- Determining the overall approach to governance issues;
- Stakeholder relations, particularly delivering on GSDC's commitment to accountability and transparency to the Council of the City of Greater Sudbury;
- Ensuring the GSDC is governed well by monitoring and adopting related processes and practices that will mitigate related risks.

In partnership with the Director, Economic Development, the Board practices good governance to:

- Respond effectively to legal and fiduciary responsibilities;
- Define roles and responsibilities;
- Enable better decision-making;
- Create trust among Directors and Staff to ensure the Board is consulted and its approval is sought as appropriate;
- Improve transparency; and,
- Ensure accountability relationships with key stakeholders.





**Composition and Terms:** The Board make-up and complement is determined by bylaw with appointments made by the Council of the City of Greater Sudbury.

All Directors should serve on at least one Board Committee.

**Meetings and Quorum:** The Board meets at least four times annually, not including the Annual General Meeting usually at the call of the Board Chair.

The Board Chair develops the agendas for Board meetings that reflect the duties of the Board as defined in this mandate. Directors and the Director, Economic Development may submit to the Chair other items for consideration.

Background materials are distributed to Directors in advance of meetings to ensure that there is sufficient time to review the material.

The By-law determines how notice of meeting will be given.

Quorum for meetings is a majority of the members of the Board of Directors.

Each Director present at any meeting shall have one vote with respect to any question arising at such meeting. Decisions are made by a majority of the Directors present. In the event of an equality of votes, the Chair casts the deciding vote.

Minutes of all meetings will be prepared, highlighting the proceedings for each agenda item and the decisions or recommendations made. The meeting minutes will be circulated to all Board members for confirmation.

**Boundaries:** In discharging its responsibilities, the Board acts in accordance with good governance and organizational practices. In its governance of the GSDC, the Board may not:

- Change or contravene the Act or By-laws of GSDC; or,
- Violate any other applicable legislation and/or other requirements.

**Accountability Relationships:** GSDC reports on its affairs to its key stakeholders as required or appropriate and at least quarterly with the Council of the City of Greater Sudbury. A primary responsibility of the Board Chair is to facilitate communications with and acting as primary liaison between Staff and key stakeholders when required or appropriate.

The Board Chair is also responsible for other key relationships on behalf of the Board of Directors, including the Director, Economic Development and the senior Staff team.

**Responsibilities and Expectations:** The Board of Directors is responsible for overseeing the strategy and related activities and other affairs of the GSDC with a view to the best interests of GSDC as defined by its objects and strategic priorities.

As such, the Board of Directors focuses on the direction and policy setting as well as oversight and monitoring. Operational responsibilities have been delegated to the Director, Economic Development. The Board holds the Director, Economic Development accountable for GSDC's performance and achievement of its objectives. It establishes GSDC's strategic direction and





reviews and approves major strategies and initiatives. The Board exercises due diligence by assessing risks and opportunities, monitoring financial management and corporate performance and ensuring the integrity of financial results.

The Board establishes committees to assist the Board in considering and recommending resolutions on key strategic and operational matters. In keeping with conventional corporate practice and as authorized under the Act and By-Laws, committees are established to carefully review and evaluate various proposals so that proposed resolutions and the associated background information can be appropriately assessed prior to consideration by all Directors.

As required or deemed appropriate, the Board of Directors may establish ad hoc committees or work groups assigned to address a particular issue or undertake a special project on behalf of the full Board.

The standing Committees of the Board, include:

- Audit and Finance Committee;
- Fundraising and Development Committee; and,
- Governance Committee.

The Board has granted its Committees the authority to retain independent advisors as necessary, at GSDC's expense, to discharge their powers and responsibilities.

The Board of Directors, in delivering on its responsibilities for the management of GSDC's business activities and other related affairs, the Board shall:

**A. Set the Strategic Direction for GSDC**

- Contribute to, approve and monitor GSDC's vision and mission;
- Contribute to and approve GSDC's strategic and annual business plans;
- Establish and approve performance metrics aligned with strategic priorities;
- Monitor the achievement of strategic objectives and corresponding objectives;
- As may be necessary, revise objectives and alter GSDC's strategic direction in response to changing circumstances.

**B. Oversee GSDC's Risks and Opportunities**

- Review and approve GSDC's risk appetite framework that reflects consultation with key stakeholders;
- Approve and monitor the identification, definition, assessment and status of risks and opportunities relative to GSDC's mandate;
- Review and approve the strategies recommended by Staff to address risks and opportunities;
- Review, approve and monitor internal controls to manage risks and opportunities; and,
- Oversee GSDC's response to reports on the work of the Auditor General.

**C. Financial and Compliance Oversight**

- Review and approve GSDC's annual business plan and budget;
- Contribute to, approve and monitor the Board's budget;
- Monitor the reporting of financial results with a view to ensuring their integrity; and,
- Review, approve and monitor compliance with relevant legislation.





#### **D. Succession Planning**

- Contribute to and approve the appointment, termination, terms and conditions of employment, including the compensation and the assessment of the Director, Economic Development;
- Review and approve GSDC's human resources and compensation philosophy and policy for Staff and monitor their compliance and effectiveness; and,
- Monitor a succession and retention plan for the Director, Economic Development and senior Staff.

#### **E. Performance Management**

- Review and monitor GSDC's policy objectives to ensure their continuing relevance;
- Review, approve and monitor the GSDC's performance relative to the achievement of its strategic objectives;
- Review and approve the Director, Economic Development's role description, compensation plan and annual performance targets;
- Initiate, implement and monitor performance management for the Director, Economic Development;
- Initiate, implement and monitor performance improvement processes for the Board, its Committees, the Chair and individual Directors;
- Monitor the Board's key relationships, including the Council of the City of Greater Sudbury, the Director, Economic Development, senior Staff and key stakeholders with a view to fostering trust and confidence between all parties;
- Develop an effective working relationship with Staff while maintaining a clear distinction between Board and Staff roles.
- Review, approve and monitor Board-level policies; and,
- Initiate and implement by-laws that regulate the business or affairs of GSDC.

#### **F. Stakeholder Communication**

- Review and approve the identification of stakeholders and the development of effective stakeholder 'communication strategies, in particular the Council of the City of Greater Sudbury;
- Contribute to and approve GSDC's annual report and the reporting of annual financial results;
- Contribute to, approve and monitor stakeholders communications strategies and the messages to be communicated on key issues;
- Review, approve and monitor the building and management of external relations.

**Reporting and Accountability:** The Board is accountable to key stakeholders. This accountability is realized through timely and accurate communication and reporting to the stakeholders.

**Leadership:** The role of the Board Chair is to provide leadership and continuity to the operations of the Board.

#### **B. Committee Mandates**

The following is a summary of proposed committee mandates going forward.







## 1) AUDIT AND FINANCE COMMITTEE

### Purpose

The Audit and Finance Committee is a standing committee of the GSDC Board of Directors.

The purpose of the Audit and Finance Committee is to monitor significant financial planning, management and reporting matters of GSDC.

The Committee evaluates the financial condition of GSDC and, based on the results of their considerations, provides reports and makes recommendations to the Board regarding the GSDC's financial matters.

### Committee Membership

The Audit and Finance Committee is composed of at least three members from the Board of Directors on the recommendation of the Governance Committee. Members should be financially literate, possessing an understanding of generally accepted accounting principles and financial statements, internal controls and financial reporting and how an audit committee is to function.

### Meeting Schedule and Frequency

The Committee will meet four times annually or as many times as needed to carry out its duties effectively.

A majority of the members constitutes a quorum.

### Duties and Responsibilities

The Committee fulfills its purpose by:

1. Overseeing the GSDC's financial management function by:
  - Ensuring there are the operational resources to meet current and proposed programs and services;
  - Reviewing and providing input into annual budget proposals presented by Management;
  - Ensuring timely consideration of budgetary issues and the approval of the annual operational budget.
2. Overseeing the reporting of the GSDC's financial condition:
  - Ensuring the integrity of the preparation and reporting of financial results in according with generally accepted accounting principles;
  - Reviewing the GSDC's annual audited financial statements and recommending them to the Board of Directors for approval;
  - Ensure compliance with financial reporting requirements.
3. Supporting the audit function by:





- Reviewing the Report of the Auditor General;
- Contributing to the development of the annual audit plan and reporting to the Board of Directors on the status of the plan implementation; and,
- Overseeing the GSDC's response to reports on the work of the Auditor General.

**4. Overseeing the GSDC's internal controls function, including:**

- Review, approve and monitor internal controls to manage risks and opportunities;
- Monitoring expenditure levels to ensure the effective use of the GSDC's resources;
- Review and assess the adequacy and effectiveness of the GSDC's system of internal controls;
- Consulting with the Auditor General regarding the adequacy of the GSDC's internal controls; and,
- Obtaining from management adequate assurances that all statutory obligations have been met.

**5. Overseeing the GSDC's risk management function, including:**

- Identification of key risks;
- Providing input into the development of risk mitigation measures;
- Providing ongoing oversight to the GSDC's risk management function.

**Committee Leadership**

The Chairperson of the Audit and Finance Committee is appointed by the Board of Directors.

The role of the Committee Chair is to:

- Foster a constructive tone so the Committee works as a cohesive team.
- Assist the Board Chair in developing and fostering a healthy Board culture.
- Ensure that the informational needs of Committee members are met.
- Promote the independent thinking and decision making of the Committee.
- Build consensus among Committee members.
- Ensure meeting time is used effectively.
- Monitor Committee activities to ensure the work undertaken is consistent with the mandate and does not interfere with Management's responsibilities.
- Work with the Board Chair to ensure that the Committee fulfills its mandate and completes its work plan efficiently and effectively.
- Move Committee discussion towards constructive and timely resolution.

**Reporting and Accountability to the Board**





The Audit and Finance Committee acts at the direction of the Board. Following each Committee meeting, the Committee Chair will provide a summary report to the Board at the next scheduled meeting on the activities, findings and Committee recommendations.

The Committee will:

- Retain external advisors to provide relevant expertise and any other support as required or deemed appropriate, following the Board-approved selection process.
- Ensure members are provided with the appropriate resources and education to fulfill the Committee's responsibilities.
- Generally conduct *in camera* sessions at the end of its meetings; and,
- Annually evaluate the Committee's performance in fulfilling its mandate and report findings to the Board.

## **2) COMMUNITY ECONOMIC DEVELOPMENT**

It is presumed the mandate of this committee closely reflects the duties of the Board of Directors. To avoid the risk of overlap, it is recommended that this committee be eliminated.

## **3) EXECUTIVE COMMITTEE**

Consistent with the recommendation in this report, a mandate for the Executive Committee is not included.

## **4) GOVERNANCE AND NOMINATING COMMITTEE MANDATE**

It is recommended the scope of the Nominations Committee be expanded beyond its primary task of Board member selection to also include oversight of the most appropriate structures, practices and other factors that contribute to the effectiveness of the board's ability to govern well. In part, this will include accountability for ensuring components of the director life cycle are functioning and effective. The starting point for this is director nominations (or selection).

As the committee accountable for overseeing the process of director selection, there needs to be both a process and a focus.

### **Purpose**

The Governance and Nominating Committee assists the GSDC Board of Directors in meeting its fiduciary oversight and related obligations relating to governance matters by recommending practices and procedures to promote and enhance the effective governance of GSDC. Such practices and procedures include processes, structures and information flows necessary for the





effective direction and oversight of the Board with management and the relation between GSDC and its primary stakeholders from a Board perspective.

### **Committee Membership**

Membership of the Committee will consist of a Chair and such other directors (not to exceed three) as determined by the Board.

### **Meeting Schedule and Frequency**

The Committee will meet at least four times per year and as many additional times as needed to carry out its duties effectively.

### **Duties and Responsibilities**

The Committee fulfills its purpose by:

1. Making recommendations to the Board with respect to the following:
  - The mandate of the Board given its oversight role;
  - Appropriate delegations to the Director, Economic Development and the management team;
  - The Board's committee structure and their mandates;
  - The mandate of the Board Chair;
2. Making recommendations to the Board and its committees with respect to process matters, including agenda setting, meeting scheduling, in camera meetings, committee reporting processes to the Board, meeting materials, and meeting conduct issues;
3. Assessing the quality and timeliness of information provided to the Board and its Committees and making recommendations to the Board for change where appropriate;
4. Making recommendations to the Board with respect to suitable processes for the regular assessment of board, committee, and individual member performance;
5. Assessing the competency requirements of the Board, recommending skills and experiences and related needs of the Board and its committees;
6. Recommending suitable candidates for filling Board vacancies on an ongoing basis;
7. Establishing appropriate standards for Board turnover included candidate identification, selection and nomination steps;
8. Reviewing and recommending to the Board from time to time key governance policies and related documents, such as by-laws, Code of Conduct, Conflict of Interest Policy and Guidelines and other relevant documentation;
9. Establishing appropriate orientation and training to enable the Board to fulfil its duties;
10. Consulting with the Board Chair as the Chair develops recommendations regarding Committee leadership and membership of the Committees;
11. Reviewing and overseeing the framework for how GSDC communicates with key stakeholders and the objectives of such communications; and
12. Reviewing and approving an appropriate work plan for the Committee in connection with discharging its responsibilities.





### **Committee Leadership**

The role of the Committee Chair is to:

- Foster a constructive tone so that the Committee works as a cohesive team;
- Assist the Board Chair in developing and fostering a healthy Board culture;
- Ensure that the informational needs of Committee members are met;
- Promote the independent thinking and decision-making of the Committee;
- Build consensus among Committee members;
- Ensure meeting time is used effectively;
- Monitor Committee activities to ensure they are consistent with the mandate;
- Work in conjunction with management to ensure that the Committee fulfills its mandate and completes its work plan efficiently and effectively; and
- Move Committee discussion towards a constructive and timely resolution.

### **Reporting and Accountability to the Board**

Following each Committee meeting, report to the Board on the activities, findings and any recommendations of the Committee. This will be accomplished by:

- the distribution of the minutes of all Committee meetings to all Directors; and
- an oral report at the next scheduled Board meeting.

### **Other Matters**

The Committee will:

- Retain external advisors to provide governance expertise and any other support as required or deemed appropriate, following the Board-approved procurement process;
- Ensure members are provided with the appropriate resources and education to fulfill the Committee's responsibilities;
- Generally conduct *in camera* sessions at the end of its meetings; and
- Annually evaluate the Committee's performance in fulfilling its mandate and report findings to the Board.

## **5) HUMAN RESOURCES / COMPENSATION COMMITTEE**

### **Purpose**

The Human Resources and Compensation Committee is a standing committee of the GSDC Board of Directors. The purpose of the Human Resources and Compensation Committee is to monitor significant matters relating to human resources and leadership oversight.

### **Committee Membership**

The Human Resources and Compensation Committee is composed of at least three members from the Board of Directors on the recommendation of the Governance Committee. Members should possess an understanding of human resource, leadership and compensation management and how a Human Resources and Compensation Committee is to function.





### **Meeting Schedule and Frequency**

The Committee will meet four times annually or as many times as needed to carry out its duties effectively. A majority of the members constitutes a quorum.

### **Duties and Responsibilities**

The Committee fulfills its purpose by:

1. Recommend the Board policy on human resources principles and compensation and benefits philosophy for GSDC senior Staff and employees.
2. Oversee the process of management succession planning, including developing the approach used for the Board's consideration and approval.
3. As deemed necessary, establish an Ad Hoc Committee of the Board to oversee the succession planning process as deemed appropriate.
4. Monitor the process for the recruitment of the Director, Economic Development's direct reports.
5. Monitor overall organizational employment health, performance and engagement.
6. Recommend the Director, Economic Development Position Description and Director, Economic Development terms of employment, including the Director, Economic Development's compensation.
7. Review and follow a process to monitor and develop recommendations with respect to Director, Economic Development base compensation.
8. Recommend any annual variable compensation key performance indicator categories and targets for the Director, Economic Development and Officers.
9. Identify and define the goals and objectives of the Director, Economic Development and the annual performance of the Director, Economic Development, linking them to established GSDC Key Performance Indicators.
10. Recommend the design and monitor implementation of the annual Director, Economic Development performance evaluation, including the development of a recommendation for the variable compensation payout, as appropriate.
11. Report to the Board of Directors during an *in camera* session the results of the annual Director, Economic Development performance evaluation and recommend for the Board's approval the action to be taken relative to Director, Economic Development base and, as appropriate, variable compensation.
12. Oversee the development and implementation of a succession plan for senior Staff of GSDC, including an emergency succession plan for the Director, Economic Development.
13. Provide input into and assistance to the Director, Economic Development, as requested, in the senior Staff recruitment process and recommend senior Staff appointments to the Board of Directors, including their terms of employment and compensation.
14. Monitor and approve proposed severance packages for Officers.





### **Committee Leadership**

The Chairperson of the Human Resources and Compensation Committee is appointed by the Board of Directors. The role of the Committee Chair is to:

- Foster a constructive tone so the Committee works as a cohesive team.
- Assist the Board Chair in developing and fostering a healthy Board culture.
- Ensure that the informational needs of Committee members are met.
- Promote the independent thinking and decision making of the Committee.
- Build consensus among Committee members.
- Ensure meeting time is used effectively.
- Monitor Committee activities to ensure the work undertaken is consistent with the mandate and does not interfere with Management's responsibilities.
- Work with the Board Chair to ensure that the Committee fulfills its mandate and completes its work plan efficiently and effectively.
- Move Committee discussion towards constructive and timely resolution.

### **Reporting and Accountability to the Board**

The Committee acts at the direction of the Board. Following each Committee meeting, the Committee Chair will provide a summary report to the Board at the next scheduled meeting on the activities, findings and Committee recommendations. The Committee will:

- Retain external advisors to provide relevant expertise and any other support as required or deemed appropriate, following the Board-approved selection process.
- Ensure members are provided with the appropriate resources and education to fulfill the Committee's responsibilities.
- Generally conduct *in camera* sessions at the end of its meetings; and,
- Annually evaluate the Committee's performance in fulfilling its mandate and report findings to the Board.

## **6) TOURISM DEVELOPMENT COMMITTEE**

### **Purpose**

The mandate of the Tourism Development Committee is to provide guidance and monitor the results achieved by GSDC staff relative to tourism development in the City of Greater Sudbury, including:

### **Committee Membership**

Membership of the Committee will consist of a Chair and such other directors (not to exceed three) as determined by the Board.

### **Meeting Schedule and Frequency**

The Committee will meet at least four times per year and as many additional times as needed to carry out its duties effectively.





### **Duties and Responsibilities**

The Committee fulfills its purpose by:

1. The development and updating of a strategic plan to guide tourism development opportunities, along with explicit outcomes to be achieved;
2. Monitoring of the implementation of the strategic plan and the status of results achieved relative to established targets and outcomes;
3. The provision of advice from the perspective of those who participate in activities directly linked to the tourism sector.
4. Advocacy within the sector to support GSDC tourism development efforts.

### **Committee Leadership**

The role of the Committee Chair is to:

- Foster a constructive tone so that the Committee works as a cohesive team;
- Assist the Board Chair in developing and fostering a healthy Board culture;
- Ensure that the informational needs of Committee members are met;
- Promote the independent thinking and decision-making of the Committee;
- Build consensus among Committee members;
- Ensure meeting time is used effectively;
- Monitor Committee activities to ensure the work undertaken is consistent with the mandate;
- Work in conjunction with management to ensure that the Committee fulfills its mandate and completes its work plan efficiently and effectively; and
- Move Committee discussion towards a constructive and timely resolution.

### **Reporting and Accountability to the Board**

Following each Committee meeting, report to the Board on the activities, findings and any recommendations of the Committee. This will be accomplished by:

- the distribution of the minutes of all Committee meetings to all Directors; and
- an oral report at the next scheduled Board meeting.

### **Other Matters**

The Committee will:

- Retain external advisors to provide governance expertise and any other support as required or deemed appropriate, following the Board-approved procurement process;
- Ensure members are provided with the appropriate resources and education to fulfill the Committee's responsibilities;
- Generally conduct *in camera* sessions at the end of its meetings; and
- Annually evaluate the Committee's performance in fulfilling its mandate and report findings to the Board.







### C. Proposed Revisions to GSDC Bylaws

The following are proposed revisions to the current bylaw:

- Reduce the number of Board members and create a range of 9 – 14.
- A majority of directors should form a quorum for meetings.
- There should be no *ex officio directors*.
- Elected officials would no longer be directors.
- Members would be replaced by the City of Greater Sudbury as the sole shareholder.
- The meeting frequency should be considered, given how onerous monthly meetings can be on staff (as well as directors).
- The Committee structure will have to be updated.
- Remove reference to Robert's Rules of Orders which are intended for parliamentary proceedings.

