

CITY COUNCIL AGENDA

City Council Meeting
Tuesday, June 25, 2019
Tom Davies Square - Council Chamber

MAYOR BRIAN BIGGER, CHAIR

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

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

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

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ROLL CALL

Resolution to 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).

(RESOLUTION PREPARED)

RECESS

MOMENT OF SILENT REFLECTION

ROLL CALL

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

COMMUNITY DELEGATIONS

1. Human League Breakfast Club (ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)

- Christian Howald, President, Human League Association

(The Human League Breakfast Club was invited by Councillor Leduc. The presentation will provide an overview of the breakfast club.)

MATTERS ARISING FROM THE CLOSED SESSION

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

MATTERS ARISING FROM EMERGENCY SERVICES COMMITTEE

June 5, 2019

Council will consider, by way of one resolution, resolution ES2019-05, which is found at <http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1376&itemid=rec>. Any questions regarding the resolutions should be directed to Councillor Montpellier, Chair, Emergency Services Committee.

(RESOLUTION PREPARED)

MATTERS ARISING FROM HEARING COMMITTEE

Junes 5, 2019

Council will consider, by way of one resolution, resolution HC2019-04, which is found at <http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1382&itemid=rec>. Any questions regarding the resolutions should be directed to Councillor Leduc, Vice-Chair, Hearing Committee.

(RESOLUTION PREPARED)

MATTERS ARISING FROM FINANCE AND ADMINISTRATION COMMITTEE

June 4, 2019

Council will consider, by way of one resolution, resolutions FA2019-43 to FA2019-46, all of which are found at <https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1368&itemid=rec>. Any questions regarding the resolutions should be directed to Councillor Jakubo, Chair, Finance and Administration Committee.

(RESOLUTION PREPARED)

MATTERS ARISING FROM OPERATIONS COMMITTEE

June 3, 2019

Council will consider, by way of one resolution, resolutions OP2019-08 to OP2019-10, all of which are found at
<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1342&itemid=rec>.
Any questions regarding the resolutions should be directed to Councillor McIntosh, Chair, Operations Committee.

(RESOLUTION PREPARED)

MATTERS ARISING FROM THE PLANNING COMMITTEE

June 10, 2019

Council will consider, by way of one resolution, resolutions PL2019-71 to PL2019-75 and PL2019-77 to PL2019-78, all of which are found at
<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1316&itemid=rec>.
Any questions regarding the resolutions should be directed to Councillor Cormier, Chair, Planning 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-5)

MINUTES

- | | | |
|------|--|----------------|
| C-1. | Operations Committee Minutes of May 13, 2019
(RESOLUTION PREPARED - MINUTES ADOPTED) | 20 - 21 |
| C-2. | Community Services Committee Minutes of May 13, 2019
(RESOLUTION PREPARED - MINUTES ADOPTED) | 22 - 25 |

C-3.	Special City Council Minutes of May 14, 2019 (RESOLUTION PREPARED - MINUTES ADOPTED)	26 - 28
C-4.	Nominating Committee Minutes of May 14, 2019 (RESOLUTION PREPARED - MINUTES ADOPTED)	29 - 30
C-5.	Finance and Administration Committee Minutes of May 14, 2019 (RESOLUTION PREPARED - MINUTES ADOPTED)	31 - 39

PRESENTATIONS

1.	Report dated June 12, 2019 from the General Manager of Growth and Infrastructure regarding Implementation of Automated Meter Infrastructure (AMI). (ELECTRONIC PRESENTATION) (RESOLUTION PREPARED) <ul style="list-style-type: none"> • Mike Jensen, Director of Water/Wastewater Treatment and Compliance (Report for next steps required to implement a city-wide advanced metering infrastructure (AMI) system.)	40 - 50
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REGULAR AGENDA

MANAGERS' REPORTS

R-1.	Report dated June 5, 2019 from the General Manager of Growth and Infrastructure regarding Application for Development Cost Sharing for Auger Avenue Extension. (RESOLUTION PREPARED) (The purpose of this report is to present a review and recommendations on the cost sharing application by 1582628 Ontario Ltd. and 1929874 Ontario Inc. for the extension of Auger Avenue as part of the development of the Falconbridge Auto Park at 440 and 488 Falconbridge Road.)	51 - 62
R-2.	Report dated June 3, 2019 from the General Manager of Corporate Services regarding Revisions to the Payment of Expenses for Members of Council and Municipal Employees. (RESOLUTION PREPARED) (Report to provide recommendations relating to the reimbursement of alcohol and cannabis as per Council Resolution CC2019-96.)	63 - 74
R-3.	Report dated June 12, 2019 from the General Manager of Corporate Services regarding GSU Shareholder Declaration Recommendation. (RESOLUTION PREPARED) (This report provides a revised Shareholder Declaration, including a Dividend Policy in response to motion CC2018 - 304.)	75 - 104
R-4.	Report dated June 10, 2019 from the Interim General Manager of Community Development regarding Kivi Park Update. (RESOLUTION PREPARED) (This report will provide Council with an update on the operations of Kivi Park.)	105 - 111
R-5.	Report dated June 12, 2019 from the Chief Administrative Officer regarding Council Strategic Plan Final Report. (RESOLUTION PREPARED)	112 - 161

(This report recommends approval of the 2019-2027 Strategic Plan.)

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:

- 2019-99 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.)

MEMBERS' MOTIONS

M-1. 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 direct 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.

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

As presented by Councillors McIntosh and Lapierre:

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.

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

As presented by Councillor Leduc:

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

AND WHEREAS the Downtown Sudbury Board of Management, which was established by By-law 77-76 Being a By-law of the Corporation of the City of Sudbury to Establish a Board of Management for the Improvement Area for the Central Business District of the City of Sudbury, has supported appeals before the Local Planning Appeal Tribunal with regard to the Kingsway Entertainment District project and is a party to litigation against the City of Greater Sudbury;

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

M-4. Request For Review Of By-Laws 2009-101 And 2011-277

As presented by Councillor Landry-Altmann:

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.

M-5. 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.

ADDENDUM

CIVIC PETITIONS

QUESTION PERIOD

ADJOURNMENT

CONSEIL MUNICIPAL ORDRE DU JOUR

Réunion du Conseil municipal
25 juin 2019
Place Tom Davies - Salle du Conseil

MAYOR BRIAN BIGGER, PRÉSIDENT(E)

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

18 h SÉANCE PUBLIQUE, SALLE DU CONSEIL

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

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

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

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

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

APPEL NOMINAL

Résolution de séance à huis clos pour délibérer sur une (1) question de litige ou de litige possible ou de secret professionnel de l'avocat concernant une requête auprès de la cour pour le District de divertissements du Kingsway et une (1) question de relations de travail ou de négociations avec les employés concernant les négociations avec le SCFP conformément à la *Loi de 2001 sur les municipalités*, art. 239(2) c), d), e) et f).

(RÉSOLUTION PRÉPARÉE)

SUSPENSION DE LA SÉANCE

MOMENT DE SILENCE

APPEL NOMINAL

DÉCLARATION D'INTÉRÊTS PÉCUNIAIRES ET LEUR NATURE GÉNÉRALES

DÉLÉGATION COMMUNAUTAIRES

1. Club de déjeuner de la Human League

(PRÉSENTATION ÉLECTRONIQUE) (A TITRE D'INFORMATION)

- Christian Howald, président de la Human League Association

(Le Club de déjeuner de la Human League a été invité par le conseiller municipal Leduc. La présentation donnera un aperçu du club de déjeuner.)

QUESTIONS DÉCOULANT DE LA SÉANCE À HUIS CLOS

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

QUESTIONS DÉCOULANT DE LA RÉUNION DU COMITÉ DES SERVICES D'URGENCE

Le 5 juin, 2019

Le Conseil municipal étudiera, par voie d'une résolution, la résolution ES2019-05, qui se trouve à <http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1376&itemid=rec..> Toute question concernant ces résolutions devrait être adressée au Conseiller Montpellier, président du Comité des services d'urgence.

(RÉSOLUTION PRÉPARÉE)

QUESTIONS DÉCOULANT DE LA RÉUNION DU COMITÉ D'AUDITION

Le 5 juin, 2019

Le Conseil municipal étudiera, par voie d'une résolution, la résolution HC2019-04, qui se trouve à <http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1382&itemid=rec..> Toute question concernant ces résolutions devrait être adressée au Conseiller Leduc, vice-président du Comité d'audition.

(RÉSOLUTION PRÉPARÉE)

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

Le 4 juin, 2019

Le Conseil municipal étudiera, par voie d'une résolution, les résolutions FA2019-43 à FA2019-46, qui se trouve à

<https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1368&itemid=rec>. Toute question concernant ces résolutions devrait être adressée au Conseiller Jakubo, président du Comité des finances et de l'administration.

(RÉSOLUTION PRÉPARÉE)

QUESTIONS DÉCOULANT DE LA RÉUNION DU COMITÉ DES OPÉRATIONS

Le 3 juin, 2019

Le Conseil municipal étudiera, par voie d'une résolution, les résolutions OP2019-08 to OP2019-10, qui se trouve à

<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1342&itemid=rec>. Toute question concernant ces résolutions devrait être adressée au Conseillère McIntosh, présidente du Comité des opérations.

(RÉSOLUTION PRÉPARÉE)

QUESTIONS DÉCOULANT DE LA RÉUNION DU COMITÉ DE LA PLANIFICATION

Le 10 juin, 2019

Le Conseil municipal étudiera, par voie d'une résolution, les résolutions PL2019-71 à PL2019-75 et PL2019-77 à PL2019-78, qui se trouve à

<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1316&itemid=rec>. Toute question concernant ces résolutions devrait être adressée au Conseiller Cormier, président du Comité de la planification.

(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-5)

PROCÈS-VERBAUX

- | | | |
|------|---|----------------|
| C-1. | Procs Verbal du 13 mai, 2019, Comité des opérations
(RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ) | 20 - 21 |
| C-2. | Procs Verbal du 13 mai, 2019, Comité des services communautaires
(RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ) | 22 - 25 |
| C-3. | Procs Verbal du 14 mai 2019, Réunions extraordinaires du Conseil municipal
(RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ) | 26 - 28 |
| C-4. | Procs Verbal du 4 mai 2019, Comité des candidatures
(RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ) | 29 - 30 |
| C-5. | Procs Verbal du 14 mai 2019, Comité des finances et de l'administration
(RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ) | 31 - 39 |

PRÉSENTATIONS

- | | | |
|----|---|----------------|
| 1. | Rapport du directeur général, Croissance et Infrastructure , daté du 12 juin 2019 portant sur Mise en oeuvre de l'infrastructure de mesurage avancé (IMA).
(PRÉSENTATION ÉLECTRONIQUE) (RÉSOLUTION PRÉPARÉE) <ul style="list-style-type: none">• Mike Jensen, directeur des Services de traitement de l'eau et des eaux usées et de la conformité <p>(Ce rapport décrit les prochaines étapes à suivre pour mettre en oeuvre un système d'infrastructure de mesurage avancé (IMA) dans toute la ville.)</p> | 40 - 50 |
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Ordre du jour régulier

RAPPORTS DES GESTIONNAIRES

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|------|--|----------------|
| R-1. | Rapport du directeur général, Croissance et Infrastructure , daté du 05 juin 2019 portant sur Demande de partage des coûts d'aménagement pour le prolongement de l'avenue Auger.
(RÉSOLUTION PRÉPARÉE) <p>(Ce rapport présente un examen et des recommandations quant à la demande de partage des coûts de la part des sociétés 1582628 Ontario Ltd. et 1929874 Ontario Inc. pour le prolongement de l'avenue Auger dans le cadre de l'aménagement du Falconbridge Auto Park situé aux 440 et 488, chemin Falconbridge.)</p> | 51 - 62 |
| R-2. | Rapport du Directeur général des Services corporatifs, daté du 03 juin 2019 portant sur Révisions du paiement des dépenses des membres du Conseil municipal et des employés municipaux .
(RÉSOLUTION PRÉPARÉE) <p>Révisions du paiement des dépenses des membres du Conseil municipal et des employés municipaux</p> | 63 - 74 |

- R-3. Rapport du Directeur général des Services corporatifs, daté du 12 juin 2019 portant sur Dividende de la GSU déclaration de l'actionnaire. **75 - 104**
(RÉSOLUTION PRÉPARÉE)
 (Ce rapport donne une déclaration de l'actionnaire révisée, y compris une politique en matière de dividendes en réponse à la motion CC2018-304.)
- R-4. Rapport directeur général intérimaire du Développement communautaire, daté du 10 juin 2019 portant sur Compte rendu sur le Parc Kivi . **105 - 111**
(RÉSOLUTION PRÉPARÉE)
 (Ce rapport donne au Conseil municipal un compte rendu sur le fonctionnement du Parc Kivi.)
- R-5. Rapport Administrateur en chef, daté du 12 juin 2019 portant sur Rapport final sur le plan stratégique du Conseil municipal. **112 - 161**
(RÉSOLUTION PRÉPARÉE)
 (Ce rapport recommande d'approuver le plan stratégique 2019-2027 du Conseil municipal.)

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 :

- 2019-99 Règlement de la Ville du Grand Sudbury pour confirmer les délibérations du Conseil municipal lors de sa réunion tenue le 25 juin 2019
- 2019-100 Règlement de la Ville du Grand Sudbury concernant les redevances d'aménagement
 Résolution du Conseil Municipal #CC2019-187
 (Ce règlement municipal met en oeuvre les redevances d'aménagement approuvées.)
- 2019-101 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 #FA2019-43
 (Ce règlement autorise des subventions financée par l'entremise du fonds de l'initiative communauté en santé pour divers quartiers.)
- 2019-102 Règlement de la Ville du Grand Sudbury autorisant des subventions en vertu de la stratégie relative aux terrains contaminés et du plan d'amélioration communautaire du Grand Sudbury
 Résolution du Comité des finances et de l'administration numéro FA2019-15A9
 (Ce règlement municipal autorise des subventions en vertu de la stratégie relative aux terrains contaminés et du plan d'amélioration communautaire du Grand Sudbury approuvées aux termes du dossier d'analyse sur les changements de niveaux de services et autorise le directeur général des Services de croissance et d'infrastructure à signer des accords de subvention avec les personnes qui recevront les subventions.)
- 2019-103 (Ce rapport présente un examen et des recommandations quant à la demande de partage des coûts de la part des sociétés 1582628 Ontario Ltd. et 1929874 Ontario Inc. pour le prolongement de l'avenue Auger dans le cadre de l'aménagement du Falconbridge Auto Park situé aux 440 et 488, chemin Falconbridge)

- 2019-104 Règlement de la Ville du Grand Sudbury fermant une partie d'une ruelle non ouverte à l'est de la rue Aubrey, décrite comme une partie de la parcelle numéro 73560-1085, étant les parties 1, 2, 3, 4 et 5 du 53R-21164, Ville du Grand Sudbury
- Résolution du Comité de planification numéro PL2017-116
- (Ce règlement municipal ferme des ruelles non ouvertes pour rendre ces terres vendables.)
- 2019-105 Règlement de la Ville du Grand Sudbury autorisant la vente d'une partie d'une ruelle non ouverte à l'est de la rue Aubrey, décrite comme une partie de la parcelle numéro 73560-1805, étant la partie 1 du 53R-21164, à Jean-Marie Comeau et Rachel Comeau
- Résolution du Comité de planification numéro PL2018-131
- (Ce règlement municipal autorise la vente d'une partie d'une réserve routière non ouverte et d'un terrain vacant au propriétaire d'un terrain attenant et délègue l'autorité de signer tous les documents nécessaires pour mener à bien cette vente.)
- 2019-106 Règlement de la Ville du Grand Sudbury autorisant la vente d'une partie de la ruelle non ouverte à l'est de la rue Aubrey, décrite comme une partie de la parcelle numéro 73560-1805, étant la partie 2 du 53R-21164, à Trevor Haw et Jennifer Haw
- Résolution du Comité de planification numéro PL2018-131
- (Ce règlement municipal autorise la vente d'une partie d'une réserve routière non ouverte et d'un terrain vacant au propriétaire d'un terrain attenant et délègue l'autorité de signer tous les documents nécessaires pour mener à bien cette vente.)
- 2019-107 Règlement de la Ville du Grand Sudbury autorisant la vente d'une partie de la ruelle non ouverte à l'est de la rue Aubrey, décrite comme une partie de la parcelle numéro 73560-1805, étant la partie 3 du 53R-21164, à Marc Laprairie et Cynthia Laprairie
- Résolution du Comité de planification numéro PL2018-131
- (Ce règlement municipal autorise la vente d'une partie d'une réserve routière non ouverte et d'un terrain vacant au propriétaire d'un terrain attenant et délègue l'autorité de signer tous les documents nécessaires pour mener à bien cette vente.)
- 2019-108 Règlement de la Ville du Grand Sudbury autorisant la vente d'une partie de la ruelle non ouverte à l'est de la rue Aubrey, décrite comme une partie de la parcelle numéro 73560-1805, étant la partie 4 du 53R-21164, à Gordon Thomas Winter et Beatrice Margaret Winter
- Résolution du Comité de planification numéro PL2018-131
- (Ce règlement municipal autorise la vente d'une partie d'une réserve routière non ouverte et d'un terrain vacant au propriétaire d'un terrain attenant et délègue l'autorité de signer tous les documents nécessaires pour mener à bien cette vente.)
- 2019-109 Règlement de la Ville du Grand Sudbury autorisant la vente d'une partie de la ruelle non ouverte à l'est de la rue Aubrey, décrite comme une partie de la parcelle numéro 73560-1805, étant la partie 5 du 53R-21164, à la Société épiscopale de l'Église catholique du diocèse de Sault Ste. Marie
- Résolution du Comité de planification numéro PL2018-131
- (Ce règlement municipal autorise la vente d'une partie d'une réserve routière non ouverte et d'un terrain vacant au propriétaire d'un terrain attenant et délègue l'autorité de signer tous les documents nécessaires pour mener à bien cette vente.)

2019-110 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 #CC2019-193

(Ce règlement municipal modifie le règlement municipal sur la circulation et le stationnement pour prévoir une durée de stationnement maximale de trois heures aux parcomètres pour le stationnement sur rue et apporte une modification de nature administrative nécessaire autorisant la méthode de paiement par plaque d'immatriculation.)

MOTIONS DES MEMBRES

M-1. 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.

M-2. Heures de début des réunions des comités des opérations et des services communautaires

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

ATTENDU QUE le règlement municipal 2019-51, étant un règlement de la Ville du Grand Sudbury concernant les comités et les groupes consultatifs du Conseil municipal, prévoit que les réunions du Comité des opérations débutent à 16 h et que celles du Comité des services communautaires commencent à 18 h le troisième lundi de chaque mois;

ATTENDU QUE les membres des comités des opérations et des services communautaires désirent que leurs réunions débutent à 14 h et 16 h 30, respectivement, et, en outre, désirent prévoir que les réunions du Comité des opérations prennent fin au moins quinze minutes avant l'heure prévue pour le début de celles du Comité des services communautaires;

PAR CONSÉQUENT, IL EST RÉSOLU QUE la Ville du Grand Sudbury demande au personnel de rédiger le projet de règlement municipal nécessaire à présenter lors de la réunion du Conseil municipal prévue pour le 9 juillet 2019 pour modifier le règlement municipal 2019-51 en modifiant :

a) le mandat du Comité des services communautaires pour prévoir que ses réunions doivent

commencer à 16 h 30;

b) le mandat du Comité des opérations pour prévoir que ses réunions doivent commencer à 14 h et prendre fin au plus tard 15 minutes avant l'heure prévue pour le début de celles du Comité des services communautaires.

M-3. Règlement municipaux sur le Conseil de gestion du Secteur d'aménagement commercial du centre-ville de Sudbury

Motion présentée par le conseiller Leduc:

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

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

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

M-4. Demande d'examen des règlements municipaux 2009-101 et 2011-277

Motion présentée par la conseillère municipale Landry-Altmann

ATTENDU QUE le règlement municipal 2009-101, étant un règlement exigeant le nettoyage de cours et de certains lots vacants, de même que le règlement municipal 2011-277, étant un règlement de la Ville du Grand Sudbury prescrivant normes d'entretien et d'occupation de toutes les propriétés, n'ont pas été examinés en profondeur depuis leur création;

ATTENDU QUE les normes prescrites par ces règlements sont les normes minimales qui pourraient être élevées pour améliorer la qualité de vie et de lieu, et améliorer la santé et la sécurité de tous les résidents;

PAR CONSÉQUENT, IL EST RÉSOLU QUE la Ville du Grand Sudbury demande au personnel d'entreprendre l'examen des normes prescrites par les règlements municipaux 2009-101 et 2011-277 modifiés, faire des comparaisons avec ceux d'autres municipalités et présenter un rapport au Conseil municipal lors du 4^e trimestre de 2019 accompagné de recommandations visant à améliorer les normes dans ces deux règlements municipaux aux fins de sa considération.

M-5. 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.

ADDENDA

PÉTITIONS CIVIQUES

PÉRIODE DE QUESTIONS

LEVÉE DE LA SÉANCE

Minutes

Operations Committee Minutes of 5/13/19

Location:	Tom Davies Square - Committee Room C-11
Commencement:	4:00 PM
Adjournment:	5:56 PM

Councillor McIntosh, In the Chair

Present	Councillors Signoretti, McCausland, Kirwan, McIntosh, Leduc
City Officials	Tony Cecutti, General Manager of Growth and Infrastructure; Randy Halverson, Director of Linear Infrastructure Services; Mike Jensen, Director of Water/Wastewater Services; Akli Ben-Auteur, Water/Wastewater Project Engineer; Brigitte Sobush, Manager of Clerk's Services/Deputy City Clerk; Julie Lalonde, Clerk's Services Assistant; Renée Stewart, Clerk's Services Assistant

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

Presentations

- 1 Winter Control Operations Update for April 2019
Randy Halverson, Director of Linear Infrastructure Services, provided an electronic presentation regarding the Winter Control Operations Update for April 2019, for information only.
- 2 Nickel Lift Station and Forcemain
Akli Ben-Auteur, Water/Wastewater Project Engineer, provided an electronic presentation regarding the Nickel Lift Station and Forcemain for information only.
- 3 Advanced Meter Infrastructure (AMI) Report
Mike Jensen, Director Water/Wastewater Services and Compliance, provided an electronic presentation regarding Advanced Meter Infrastructure (AMI) for information only.

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

Kirwan/Signoretti: THAT this meeting does now adjourn. Time: 5:56 p.m.

CARRIED

Brigitte Sobush, Deputy City Clerk

Minutes

Location: Tom Davies Square -
Committee Room
C-11

Community Services Committee Minutes of 5/13/19

Commencement: 6:27 PM

Adjournment: 7:29 PM

Councillor McCausland, In the Chair

Present Councillors McCausland, Kirwan, Sizer, McIntosh, Leduc

City Officials Ian Wood, Interim General Manager of Community Development; Cindi Briscoe, Manager of Housing Services; Barbara Dubois, Director of Housing Operations; Jeff Pafford, Director of Leisure Services; Brigitte Sobush, Manager of Clerk's Services/Deputy City Clerk; Julie Lalonde, Clerk's Services Assistant; Renée Stewart, Clerk's Services Assistant

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

Presentations

1 Social Housing Revitalization

Report dated April 30, 2019 from the Interim General Manager of Community Development regarding Social Housing Revitalization.

Cindi Briscoe, Manager of Housing Services and Nick Michael, Associate at N. Barry Lyon Consultants Limited provided an electronic presentation regarding the Social Housing Revitalization.

Rules of Procedure

Councillor Kirwan presented a friendly amendment to request that the report come back to City Council.

The following resolution with the inclusion of the friendly amendment was presented:

CS2019-09 Kirwan/Leduc: THAT the City of Greater Sudbury approves in principle the Social Housing Revitalization Plan as presented at the Community Services Committee meeting of May 13, 2019;

AND THAT staff be directed to begin the process of sale of scattered units as outlined in the Social Housing Revitalization Plan;

AND FURTHER THAT staff be directed to report back to City Council by December 31, 2019 with a detailed plan to implement the recommendations outlined in the report entitled "Social Housing Revitalization", from the Interim General Manager of Community Development, presented at the Community Services Committee meeting of May 13, 2019.

CARRIED

Managers' Reports

R-1 Recreational Program Accommodation Policy

Report dated April 29, 2019 from the Interim General Manager of Community Development regarding Recreational Program Accommodation Policy.

The following resolution was presented:

CS2019-10 Leduc/Kirwan: THAT the City of Greater Sudbury approves the Recreational Program Accommodation Policy substantially as outlined the report entitled "Recreational Program Accommodation Policy" from the interim General Manager of Community Development, presented at the Community Services Committee meeting on May 13, 2019;

AND THAT the necessary by-law be prepared.

CARRIED

Members' Motions

No Motions were presented.

Correspondence for Information Only

I-1 Pioneer Manor - 1st Quarter Report

Report dated April 23, 2019 from the Interim General Manager of Community Development regarding Pioneer Manor - 1st Quarter Report.

For Information Only.

I-2 Requests Received to Operate an Inflatable Water Park

Report dated April 29, 2019 from the Interim General Manager of Community Development regarding Requests Received to Operate an Inflatable Water Park.

For Information Only.

I-3 Playground Revitalization Update 2019

Report dated April 25, 2019 from the Interim General Manager of Community Development regarding Playground Revitalization Update 2019.

For Information Only.

I-4 Role of Service Manager in Relation to Housing Providers

Report dated April 30, 2019 from the Interim General Manager of Community Development regarding Role of Service Manager in Relation to Housing Providers.

For Information Only.

I-5 Emergency Shelter Review - Update

Report dated April 26, 2019 from the Interim General Manager of Community Development regarding Emergency Shelter Review - Update.

For Information Only.

I-6 Social Services Employment Programs

Report dated April 26, 2019 from the Interim General Manager of Community Development regarding Social Services Employment Programs.

For Information Only.

I-7 Social Housing Revitalization Resources

Report dated April 30, 2019 from the Interim General Manager of Community Development regarding Social Housing Revitalization Resources.

For Information Only.

I-8 Transit Action Plan Update

Report dated April 17, 2019 from the Interim General Manager of Community Development regarding Transit Action Plan Update.

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=1353&lang=en> to view the questions asked.

Adjournment

Kirwan/Leduc: THAT this meeting does now adjourn. Time: 7:29 p.m.

CARRIED

Brigitte Sobush, Deputy City Clerk

Minutes

Special City Council Minutes of 5/14/19

Location:	Tom Davies Square - Council Chamber
Commencement:	4:04 PM
Adjournment:	5:30 PM

His Worship Mayor Brian Bigger, In the Chair

Present	Councillors Signoretti [A 4:13 p.m.], McCausland, Kirwan, 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 Services; Ian Wood, Interim General Manager of Community Development; Joseph Nicholls, Interim General Manager of Community Safety; Ed Stankiewicz, Executive Director of Finance, Assets and Fleet; Eric Labelle, City Solicitor and Clerk; Joanne Kelly, Director of Human Resources and Organizational Development; Barbara Dubois, Director of Housing Operations; Randy Halverson, Director of Linear Infrastructure Services; Mike Jensen, Director of Water/ Wastewater and Compliance; Chantal Mathieu, Director of Environmental Services; Paul Kadwell, Deputy Chief of Paramedic Operations; Bruno Lafortune, Manager of Transit Operations; Kris Longston, Manager of Community and Strategic Planning; Rob Blackwell, Corporate Project Management Coordinator; Meredith McNeil, Human Resources Business Partner; Maria Saari, Human Resources Business Partner; Gabrielle Servais, Human Resources Business Partner; Erin Thompson, Human Resources Business Partner; Ron Foster, Auditor General; Melissa Zanette, Chief of Staff [A 4:08pm]
Closed Session	<p>The following resolution was presented:</p> <p>CC2019-147 Jakubo/Cormier: THAT the City of Greater Sudbury move to Closed Session to deal with two (2) Labour Relations or Employee Negotiations Matters regarding collective bargaining in accordance with the Municipal Act, 2001, S. 239(2)(d).</p> <p>CARRIED</p> <p>Council moved into closed session at 4:05 p.m.</p>
Recess	At 5:28 p.m. Council recessed.

Reconvene

At 5:28 p.m., Council commenced the Open Session in the Council Chamber.

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

Matters Arising from the Closed Meeting

Deputy Mayor Sizer, as Chair of the Closed Session, reported that Council met in Closed Session to deal with two (2) Labour Relations or Employee Negotiations Matters regarding collective bargaining in accordance with the Municipal Act, 2001. s.239(2)(d). No directions or resolutions emanated from the Closed Session.

Members' Motions

Rules of Procedure

Councillor Jakubo presented a Motion regarding referring the Core Services Review and asked that the notice be waived.

WAIVED BY TWO-THIRDS MAJORITY:

The following resolution was presented:

CC2019-148 Jakubo/Sizer: THAT the motion regarding a request for a core services review be referred to the Finance and Administration Committee meeting of May 14, 2019.

CARRIED

Addendum

No Addendum was presented.

Civic Petitions

No Civic Petitions were submitted.

Question Period

No Questions were asked.

Adjournment

Jakubo/Cormier: THAT this meeting does now adjourn. Time 5:38 p.m.

CARRIED

Mayor Bigger, Chair

Eric Labelle, City Solicitor and City
Clerk

Minutes

Nominating Committee Minutes of 5/14/19

Location:	Tom Davies Square - Council Chamber
Commencement:	3:05 PM
Adjournment:	3:15 PM

Deputy Mayor Sizer, In the Chair

Present	Councillors McCausland, Kirwan, Jakubo, Sizer, Cormier, Leduc, Mayor Bigger
City Officials	Kevin Fowke, General Manager of Corporate Services; Ian Wood, Interim General Manager of Community Development; Brigitte Sobush, Manager of Clerk's Services/Deputy City Clerk; Laura Kenyon, Court Clerk/Monitor; Lisa Locken, Clerk's Services Assistant

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

Managers' Reports

R-1 Citizen Appointments - Board/Committee

Report dated January 2, 2019 from the General Manager of Corporate Services regarding Citizen Appointments - Boards/Committees/Other Legislatively Required Groups.

Resolution #1 (Committee of Adjustment/Sign Variance Committee):

Following a simultaneous written recorded vote, the following resolution was presented:

NC2019-18 Kirwan/Cormier: THAT the City of Greater Sudbury appoints Dan Laing to the Committee of Adjustment/Sign Variance Committee for the term ending November 14, 2022.

CARRIED

Resolution #2 (Greater Sudbury Public Library Board):

Following a simultaneous written recorded vote, the following resolution was presented:

NC2019-19 Cormier/Kirwan: THAT the City of Greater Sudbury appoints Shanel Belanger, Michel Lalonde and Steven Townsend to the Greater Sudbury Public Library Board for the term ending November 14, 2022.

CARRIED

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

Cormier/Kirwan: THAT this meeting does now adjourn. Time 3:15 p.m.

CARRIED

Brigitte Sobush, Deputy City Clerk

Location:	Tom Davies Square
Commencement:	6:14 PM
Adjournment:	10:05 PM

Minutes

Finance and Administration Committee Minutes of 5/14/19

Councillor Jakubo, In the Chair

Present	Councillors Signoretti, McCausland, Kirwan, Jakubo, Sizer, McIntosh, Cormier, Leduc [A 6:17 p.m.], 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 Services; Ed Stankiewicz, Executive Director of Finance, Assets and Fleet; Ian Wood, Interim General Manager of Community Development; Ron Foster, Auditor General; Eliza Bennett, Director of Communications and Community Engagement; Melissa Zanette, Chief of Staff; Jason Ferrigan, Director of Planning Services; Joseph Nicholls, Interim General Manager of Community Safety; Meredith Armstrong, Acting Director of Economic Development; Brendan Adair, Manager of Security and By-law; Eric Labelle, City Solicitor and Clerk; Renée Stewart, Clerk's Services Assistant; Julie Lalonde, Clerk's Services Assistant; Lisa Locken, Clerk's Services Assistant

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

Rules of Procedure

Councillor Jakubo moved that the order of the agenda be altered to deal with Members' Motions after Presentation 2.

DEFEATED

Presentations

1 Strengthening Development Approval Services

Report dated April 30, 2019 from the General Manager of Growth and Infrastructure regarding Strengthening Development Approval Services.

Tony Cecutti, General Manager of Growth and Infrastructure, provided an electronic presentation regarding Strengthening Development Approval Services for information only.

2 2020-2021 Budget Direction and Two Year Financial Forecast

Report dated May 2, 2018 from the General Manager of Corporate Services regarding 2019 Budget Direction and 2019-2020 Two Year Financial Forecast.

Ed Archer, Chief Administrative Officer, provided an electronic presentation regarding 2020-2021 Budget Direction and Two Year Financial Forecast.

Recess

At 7:45 p.m. the Committee recessed.

Reconvene

At 8:07 p.m. the Committee reconvened.

Rules of Procedure

Councillor Landry-Altmann presented the following amendment:

FA2019-31A1 Landry-Altmann/Leduc: THAT the resolutions in the Budget Direction report be amended to remove the references to a multi-year operation budget.

CARRIED

Rules of Procedure

Councillor Signoretti presented the following amendment:

FA2019-31A2 Signoretti/McCausland: THAT the motion be amended to add "with options to achieve an increase of 2.5 %."

Rules of Procedure

Councillor Landry-Altmann presented a friendly amendment to include options of 2.5% and 3%. Councillor Signoretti accepted the friendly amendment.

The following amendment with the inclusion of the friendly amendment was presented:

FA2019-31A2 Signoretti/McCausland: THAT the motion be amended to add "with options to achieve an increase of 2.5% AND 3%.

CARRIED

Rules of Procedure

Councillor Leduc presented the following amendment:

FA2019-31A3 Leduc/Landry-Altmann: THAT the motion be amended to include "with an option to include a 1% levy designated for road maintenance."

CARRIED

Rules of Procedure

Councillor Kirwan presented the following amendment:

FA2019-31A4 Kirwan/McCausland: THAT the motion be amended to include an option for a 4.5% property tax increase.

CARRIED

The resolution as amended was presented:

Resolution #1:

FA2019-31 Leduc/Bigger: THAT the City of Greater Sudbury directs staff to prepare a 2020 Business Plan that includes an operating budget for all tax supported services that considers:

- a) The cost of maintaining current programs at current service levels based on anticipated 2020 workloads;
- b) The cost of providing provincially mandated and cost shared programs;
- c) The cost associated with growth in infrastructure that is operated and maintained by the City;
- d) An estimate in assessment growth;
- e) Recommendations for changes to service levels and/or non-tax revenues so that the level of taxation in 2020 produces no more than a 3.5% with options to achieve an increase of 2.5% and 3%, with an option to include a 1% levy designated for road maintenance and an option for a 4.5% property tax increase property tax increase over 2019 taxation levels, in accordance with the Long-Term Financial Plan.

CARRIED

Due to the nature of the amendments, Resolution #2 was no longer required.

The following resolution was presented:

Resolution #3:

FA2019-32 Bigger/Leduc: THAT the City of Greater Sudbury directs staff to develop the 2020 Capital Budget based on an assessment of the community's highest priority needs consistent with the application of prioritization criteria described in this report and that considers:

- a) Financial affordability;
- b) Financial commitments and workload requirements in subsequent years for multi-year projects;
- c) The increased operating costs associated with new projects;
- d) The probability and potential consequences of asset failure if a project is not undertaken;
- e) The financial cost of deferring projects.

CARRIED

The following resolution was presented:

Resolution #4:

FA2019-33 Leduc/Bigger: THAT the City of Greater Sudbury directs staff to prepare a Business Plan for Water and Wastewater Services that includes:

- a) The cost of maintaining current approved programs at current service levels based on anticipated production volumes;
- b) The cost associated with legislative changes and requirements;
- c) The cost associated with growth in infrastructure operated and maintained by the City;
- d) A reasonable estimate of water consumption;
- e) A rate increase not to exceed the rate contained in the Water/Wastewater Financial Plan to be approved by the Finance and Administration Committee on June 4, 2019;

CARRIED

The following resolution was presented:

Resolution #5:

FA2019-34 Bigger/Leduc: THAT the City of Greater Sudbury directs staff to provide recommendations for changes to user fees that reflects:

- a) The full cost of providing the program or services including capital assets, net of any subsidy approved by Council;
- b) Increased reliance on non-tax revenue;
- c) Development of new fees for municipal services currently on the tax levy;
- d) A user fee schedule for 2020.

CARRIED

The following resolution was presented:

Resolution #6:

FA2019-35 Kirwan/Bigger: THAT the City of Greater Sudbury directs staff to present any service enhancements, changes in services, or new service proposals as Business Cases for consideration by City Council on a case-by-case basis, subject to the following conditions;

- a) Any business case request from Councillors must be approved by resolution of Council or Committee to be incorporated into the 2020 Budget Document;
- b) Any business case with a value of \$100,000 or less be incorporated into the base budget where the Executive Leadership Team supports the change, with a summary of such changes disclosed to Council;
- c) Any business case Council directs staff to include for consideration that is not recommended by ELT be presented in the 2020 Budget Document regardless of its value.

Rules of Procedure

Councillor Landry-Altmann presented the following amendment:

FA2019-35A1 Landry-Altmann/Leduc: THAT the motion be amended to replace paragraphs b) and c) with the following:

"b) That all business cases be incorporated in the budget document for Council approval."

Rules of Procedure

Councillor Landry-Altmann requested a Simultaneous Written Recorded Vote.

YEAS: Councillors Signoretti, McCausland, Jakubo, McIntosh, Cormier, Leduc, Landry-Altmann

NAYS: Councillors Kirwan, Sizer, Mayor Bigger

CARRIED

The resolution as amended was presented:

FA2019-35 Kirwan/Bigger: THAT the City of Greater Sudbury directs staff to present any service enhancements, changes in services, or new service proposals as Business Cases for consideration by City Council on a case-by-case basis, subject to the following conditions;

a) Any business case request from Councillors must be approved by resolution of Council or Committee to be incorporated into the 2020 Budget Document;

b) That all business cases be incorporated in the budget document for Council approval.

CARRIED

The following resolution was presented:

Resolution #7:

FA2019-36 Signoretti/Kirwan: THAT the City of Greater Sudbury requests its Service Partners (Greater Sudbury Police Services, Nickel District Conservation Authority, and Sudbury and District Health Unit) to follow the directions in resolution one of the report entitled "2020 - 2021 Budget Direction and Two Year Financial Forecast", from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on May 14, 2019, when preparing their 2020 municipal funding requests.

CARRIED

The following resolution was presented:

Resolution #8:

FA2019-37 Kirwan/Bigger: THAT the City of Greater Sudbury approves the proposed 2020 Budget Schedule in Appendix A of the report entitled "2020 - 2021 Budget Direction and Two Year Financial Forecast", from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on May 14, 2019.

CARRIED

Adopting, Approving or Receiving Items in the Consent Agenda

The following resolution was presented:

FA2019-38 Signoretti/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 Healthy Community Initiative Fund Applications

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

FA2019-39 Kirwan/Signoretti: 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 May 14, 2019;

AND THAT any necessary by-laws be prepared.

CARRIED

Referred & Deferred Matters

R-1 Allocation of Capital Funding for Local Roads and Spreader Laid Patches

Report dated April 30, 2019 from the General Manager of Growth and Infrastructure regarding Allocation of Capital Funding for Local Roads and Spreader Laid Patches.

For Information Only.

Members' Motion

Councillor Sizer presented a Motion regarding Core Services Review and asked that the notice be waived.

WAIVED BY TWO-THIRDS MAJORITY

Rules of Procedure

Councillor Sizer presented the following amendment:

FA2019-40A1 Sizer/Bigger: THAT the motion be amended to delete "to issue a Request for Proposals for a Core Service Review of all services delivered by the City of Greater Sudbury that:" to be replaced by:

"to:

1. First prepare a report that assesses the potential for changes to municipal services which:"

AND THAT the following be added after the end of paragraph c)

2. "Second, subject to Council's consideration of the CAO's report and the allocation of required funding, prepare a Terms of Reference for a Core Service Review of all, or of specific services chosen by Council that:

AND THAT paragraphs d), e), f), g), and h) be renumbered as paragraphs a, b, c, d and e;

AND THAT the last paragraph which reads: "AND BE IT FURTHER RESOLVED that funding for this work of up to \$300,000 be provided by the Tax Rate Stabilization Reserve" be deleted.

Rules of Procedure

Councillor McCausland presented a friendly amendment to include "with formal comments from the Auditor General" in the first sentence. The friendly amendment was accepted by

Councillor Sizer.

The following amendment with the inclusion of the friendly amendment was presented:

Rules of Procedure

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

FA2019-40A-1 Sizer/Bigger: THAT the motion be amended to delete "to issue a Request for Proposals for a Core Service Review of all services delivered by the City of Greater Sudbury that:" to be replaced by:

"to:

1. First prepare a report with formal comments from the Auditor General that assesses the potential for changes to municipal services which:"

AND THAT the following be added after the end of paragraph c)

2. "Second, subject to Council's consideration of the CAO's report and the allocation of required funding, prepare a Terms of Reference for a Core Service Review of all, or of specific services chosen by Council that:

AND THAT paragraphs d), e), f), g), and h) be renumbered as paragraphs a, b, c, d and e;

AND THAT the last paragraph which reads: "AND BE IT FURTHER RESOLVED that funding for this work of up to \$300,000 be provided by the Tax Rate Stabilization Reserve" be deleted.

CARRIED

Resolution to Proceed past 9:14 p.m.

Kirwan/Signoretti: THAT this meeting proceeds past the hour of 9:14 p.m.

CARRIED BY TWO-THIRDS MAJORITY

Councillor Leduc presented the following amendment:

FA2019-40A2 Leduc/Landry-Altmann: THAT paragraph 2 of the motion be amended to remove the reference to allocation of funding and the deletion of paragraph 2 c).

DEFEATED

At 9:39 p.m. Councillor Landry-Altmann departed.

Rules of Procedure

Councillor McIntosh presented the following amendment:

FA2019-40A3 McIntosh/Cormier: THAT THE motion be amended to include "and net annual costs" at the end of paragraph 1.a).

CARRIED

At 9:41 p.m. Councillor Landry-Altmann returned.

The resolution as amended was presented:

FA2019-40 Sizer/Bigger: WHEREAS residents and local businesses express the view that municipal services do not provide sufficient value for money;

AND WHEREAS the City of Greater Sudbury Council attempts to find, through its annual budget, the appropriate balance between sustaining existing service levels and keeping

property taxes at acceptable levels;

AND WHEREAS the City of Greater Sudbury has undertaken a variety of long range planning exercises that identify significant asset renewal needs that cannot be addressed with the current level of taxation and which appears generally acceptable to a number of residents and businesses;

AND WHEREAS the City of Greater Sudbury cannot be all things to all people;

AND WHEREAS City Council, subject to provincial legislation, determines the services and service levels the municipality should provide;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury direct the Chief Administrative Officer to:

1. First, prepare a report with formal comments from the Auditor General that assesses the potential for changes to municipal services which:

a) Develops an inventory of all services, service levels and standards and net annual costs;

b) Defines which services are legislated, core and discretionary and identifies the role the City plays in each service;

c) Benchmarks services and service levels against a range of comparable jurisdictions;

2. Second, subject to Council's consideration of the CAO's report and the allocation of required funding, prepare a Terms of Reference for a Core Service Review of all, or of specific services chosen by Council, that:

a) Assesses services and service levels in the context of public interest and public policy considerations;

b) Ranks services for potential reductions and discontinuation;

c) Uses third party expertise to assist with the completion of the Core Service Review, as required;

d) Implements a community engagement strategy to gather input into the Core Service Review process; and

e) Identifies service, policy, human resource and financial impacts of potential service changes including budget adjustments that will generate cost savings in 2020 and beyond.

Rules of Procedure

Councillor Sizer requested a Simultaneous Written Recorded Vote.

YEAS: Councillors Signoretti, McCausland, Kirwan, Jakubo, Sizer, McIntosh, Cormier, Leduc, Landry-Altmann, Mayor Bigger

CARRIED

Correspondence for Information Only

I-1 Parking Update

Report dated May 1, 2019 from the General Manager of Corporate Services regarding Parking Update.

For Information Only.

Addendum

No addendum was presented.

Civic Petitions

No Civic Petitions were submitted.

Question Period

No Questions were asked.

Adjournment

Signoretti/Kirwan: THAT this meeting does now adjourn. Time 10:05 p.m.

CARRIED

Eric Labelle, City Solicitor and
Clerk

Request for Decision

Implementation of Automated Meter Infrastructure (AMI)

Presented To:	City Council
Presented:	Tuesday, Jun 25, 2019
Report Date	Wednesday, Jun 12, 2019
Type:	Presentations

Resolution

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.

Signed By

Report Prepared By

Mike Jensen
Director of Water/Wastewater Services
Digitally Signed Jun 12, 19

Division Review

Mike Jensen
Director of Water/Wastewater Services
Digitally Signed Jun 12, 19

Financial Implications

Jim Lister
Manager of Financial Planning and Budgeting
Digitally Signed Jun 12, 19

Recommended by the Department

Tony Cecutti
General Manager of Growth and Infrastructure
Digitally Signed Jun 12, 19

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jun 12, 19

Relationship to the Strategic Plan / Health Impact Assessment

This is a transformational project that reflects several aspects of Council's Strategic Plan. It addresses known asset renewal requirements, increasing the potential for accurate water billing and helping manage affordable water rates, all in accordance with the Water/Wastewater Long Range Financial Plan. It reflects

the directions provided by the corporate IT Strategy by improving the corporation's capacity to manage its services using sufficient, appropriate data.

It also responds to calls to address climate change by improving the level and quality of water consumption data to support effective plant utilization, facility planning and long-term asset renewal plans. It addresses calls to improve customer service by providing more data to customers that allow them to directly manage their water consumption choices, which, while useful for both residents and businesses, is especially valuable for high-volume water customers and contributes positively to the city's economic development competitiveness.

Report Summary

This report is a follow-up from the Automated Meter Reading / Advanced Metering Infrastructure /Advanced Metering Analytics (AMR / AMI/ AMA) Feasibility Study dated February 17, 2017. In that report, Council approved a business case demonstrating the value of introducing new water meter reading technology while undertaking the necessary replacement of the city's aged water meter fleet. Since then, and as this report describes, there have been a series of competitive procurement processes completed that confirm the expected costs presented in the business case. All of these processes were supported by the services of a Fairness Monitor.

The effect of approving the recommendations in this report will be to initiate the required replacement of the city's aged water meter fleet and introduce new technology that facilitates a variety of customer service and operational improvements. The project is anticipated to take 3.5 years to complete, fully funded by water/wastewater rates. The analysis supporting the recommendations in this report was comprehensive. It shows the significant value that can be derived from leveraging the corporation's existing investment in Greater Sudbury Utilities, which produces significant customer service benefits and financial cost savings. The Fairness Monitor provided a written opinion indicating the City has followed the principles of fairness, openness and transparency throughout the procurement process described in this report. Furthermore, the Fairness Monitor noted that no issues emerged during the procurement process, of which they were aware, that would impair the fairness of this initiative.

Financial Implications

The total projected cost of the proposed AMI solution is \$17,189,521.48 inclusive of non-refundable HST. Funding will be provided by the Capital Financing Reserve Fund - Water (\$4.2M), and rate revenues in future periods in 2020, 2021 and 2022 that reflect project cash flow requirements in each of those years. All of these figures are consistent with the approved Long range Financial Plan for Water/Wastewater.

Annual operating savings are approximately \$684,000, summarized as follows:

- Elimination of meter reading costs - \$360,000
- Meter maintenance efficiencies - \$40,000
- Efficiencies in customer service and billing - \$182,000
- Reduction of unaccounted for water - \$428,000
- Increased annual cost to support the AMI program, such as data analysis, technology support, additional services from GSU as required. – (\$326,000)

These savings were also anticipated in the Long Range Financial Plan for Water/Wastewater, and will be fully realized upon the project's completion.

Implementation of Automated Meter Infrastructure (AMI)

The City of Greater Sudbury provides drinking water services to over 48,000 customers. Funding to provide these services is primarily generated through user fees based largely on consumption through water meters measuring usage for each account. More than 50% of the City's water meter fleet is greater than 20 years old. The American Water Works Association (AWWA), which provides best practice guidance for water operators, recommends asset replacement for water meters that are greater than 20 years old.

The City's current metering technology is not only past its useful life, it is also outdated when comparing its features and capabilities to industry norms. For example, it relies on point-in-time, 'touch pad' technology requiring manual readings to determine consumption. It does not provide real-time information to either system operators or customers that facilitates a review of trends, system performance or options for changes that reduce either consumption or costs. The resolution of the consumption data generated using touch pad technology also limits the range of business processes and customer friendly options.

A contemporary water service provides real-time information to both system operators and customers about performance, consumption levels and trends. Such information informs choices about consumption, distribution and production that maximize the efficiency of the whole system and creates the potential for reduced costs.

In 2017 the Water/Wastewater Services Division procured Diameter Consulting through a Request for Proposal process to review the City's current inventory of water meters, analyze current meter reading and billing processes and identify opportunities for improvements in functionality and efficiencies through validation of associated costs and benefits that new technology offers. The analysis showed significant benefits available from investing in new water meter reading and billing technology.

In April, 2018 Council directed that City of Greater Sudbury staff to take the next steps required to implement a fixed base Automated Meter Reading ("AMR")/Automated Meter Infrastructure ("AMI") system for the City of Greater Sudbury as outlined in the report entitled "Automated Water Meter Reading Feasibility Study"

(See: <https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=1&id=1271>) including the following steps:

- a) Issuing a Request for Proposals to select an implementation partner that will supply hardware, software and related expertise to establish an AMR/AMI solution;
- b) Establishing a municipally-owned Meter Data Management Software system; and
- c) Creating an on-line customer service portal to permit real-time access to personal consumption data, initiated or manage service requests and other features as may be determined following a review of the submitted proposals;

The report also directed staff to report to the Finance and Administration Committee with recommendations before the end of Q2, 2019 regarding a detailed implementation plan including:

- a) A financing plan covering estimated capital costs, operating costs;
- b) Changes in customer service levels and processes to achieve the expected benefits;
- c) Changes in terms with Greater Sudbury Utilities to address process changes related to water billing and customer service;
- d) Communication strategies for informing customers about pending changes; and
- e) An implementation schedule.

Currently, staff replaces 1,000 meters annually. Without undertaking the work recommended in this report, it would take more than 20 years to replace just the (more than) 20,000 meters that require immediate replacement. Essentially, this is unsustainable. The meters that are currently 10 to 15 years old would require replacement before staff completed the replacement of the meters that are already at the end of their useful life, so the water system would never have a meter fleet with an appropriate average age. Water meters become less accurate as they age, so the current replacement rate would never produce the expected system benefits that staff know can be realized.

ANALYSIS

Water meter reading and billing platforms based on available smart meter technology such as Automated Meter Reading (AMR), Advance Metering Infrastructure (AMI), Advanced Metering Analytics (AMA) are now widely used in communities across Canada including, but not limited to, North Bay, Sault Ste Marie, Orillia and Barrie.

To determine the costs and benefits of a project of this nature the City prepared four key RFP's that would evaluate/assist in evaluating the technical and financial merits of current market technologies. It enlisted the services of a Fairness Monitor to oversee the work. The following RFP's were issued as a part of this procurement phase:

- a) Issued a Request for Proposal to select a Fairness Monitor (ISD18-209)
- b) Issued a Request for Proposals to select a water meter supplier (ISD19-18)
- c) Issued a Request for Proposals to select an AMI and implementation partner (ISD19-2) which includes a Customer Portal that allows Customers to view and establish consumption alerts.
- d) Issued a Request for Proposal for Project Management Services for a City-Wide Water Meter and Advanced Metering Infrastructure (AMI) System and Installation Project (ISD19-3) for assistance in the management of AMI Program to ensure project scope, budget, schedule and quality are delivered accordingly.

As per Council's direction, staff have engaged GSU regarding a renewed service provider agreement to maximize the use of the information the AMI system will provide.

Project Scope

The project includes:

- the implementation of a City-wide Advanced Metering Infrastructure (AMI) system that includes the installation of water meters, the supply and installation of sufficient radio frequency transmitters on all residential and commercial accounts across the whole city
- Software and hardware to facilitate analytical review of both production and consumption data by both customers and water operators

- Asset renewal that will improve water meter accuracy, reduce inefficiencies related to the process of reading water meters enhance service to the City's customer base across the entire water system

The project will produce the following outcomes:

- a) Enhanced Customer Service through:
 - i. The elimination of estimated water bills, (approximately 300,000 per year),
 - ii. The introduction of a monthly billing cycle based on actual reads;
 - iii. Implementation of a Customer Portal that will provide water Customers the ability to view their consumption and better understand/manage their water use behavior;
 - iv. Ability to provide updated information to residents with frozen water issues through low water flow alarm on residences that have historical water issues; and
 - v. Allow customer to setup continuous and High-water consumption alerts and leak detection providing them an opportunity to avoid high water bills (\$1,080 / year) billing inquiries through GSU, and approximately 43 requests for bill adjustments in the last 18 months.
 - vi. Straightforward and timely move-in/move-out services to ensure billing accuracy
- b) Create operational efficiencies and operating savings of approximately \$684,000 by:
 - i. Eliminating costs associated with manual water meter reading
 - ii. Reducing meter reading exceptions & and increased reliability,
 - iii. Expediting same day special reads, and providing for same day final reads useful for closing on a sale of a property;
 - iv. Minimizing the high / low meter read field visits; and
 - v. Detecting Backflow events offering a measure of protection to the drinking water distribution system.
- c) Improved Accuracy and Completeness
 - i. Detecting water meter damage, water meter wiring damage and water meter register damage, by reporting zero consumption in a timely manner; and
 - ii. Increasing water meter accuracy and meter reading reliability.
 - iii. Improving financial reporting.
- d) Strengthened Distribution Management
 - i. Better understand water loss across the systems
 - ii. Utilizing district metering, prioritize infrastructure capital upgrades & improvements based on system water loss
 - iii. Improve consumption recognition for system-wide financial reporting
- e) Societal Benefits
 - i. Reduce energy costs through reduction of water production
 - ii. Supports water conservation initiatives.

Fairness Monitor Comments

P1 Consulting Inc ("P1") was hired to provide professional fairness monitoring services to ensure that the procurement of the City Wide Water Meter AMI System and Installation Project is conducted in accordance with the procedures for fairness and objectivity established in the competitive procurement documents.

P1 acted as the Fairness Advisor to review and monitor the communications, evaluations and decision-making processes that were associated with the City of Sudbury's AMI's proposals.

In P1's written opinion, the City has followed the principles of fairness, openness and transparency. Further, it maintained these principles throughout the procurement process. P1 noted that no issues emerged during the process, of which they were aware, that would impair the fairness of this initiative. Appendix A provides two letters from P1 describing its findings, which was provided in contemplation of the conclusion of the procurement process. At the conclusion of the procurement process, P1 will provide a full, final report.

Comparison of Expected and Actual Bid Results

Actual bid costs are in line with expected amounts, as the following table shows:

Component	Contract Reference	Feasibility Study Budget	Actual Bid Result	Comments
Water Meter Supply	ISD19-18 Pending Award	\$3,694,848	\$4,053,694.05	This difference in cost is associated with the inflation for tariff costs and staff are satisfied that this is a satisfactory procurement
Installation AMI System	ISD19-2 Pending Award	Installation \$4,696,167 AMI: \$5,224,593 Total: \$9,920,760	Installation \$4,678,021.08 AMI: \$5,525,899.32 Total:\$10,203,920.40	The actual bid is within 3% of the projected amount in the Feasibility Study
Consulting	ISD19-3 Pending Award	\$ 785,000	\$ 1,155,878.57	Staff requested a change in scope to include in-depth inspection services that was addressed in the actual bid result but not included in the Feasibility Study
Project Support	None	\$759,273	\$395,273.00	This reflects a change in scope to remove inspections services from internal staff and included in the actual bid result

Component	Contract Reference	Feasibility Study Budget	Actual Bid Result	Comments
Non-Refundable HST	None	\$ 275,087	\$277,586.46	
Inflation	None	\$280,000	\$0.00	Pricing is fixed for the term of contract
Encoder Register Supply (increased scope)	ISD19-18 Pending Award	\$ 425,000	\$358,465.00	Bid was 15.65% under the estimate on realization that this portion was excluded from the Feasibility Study
Contingency	None	\$ 744,704	\$ 744,704	
Total (Revised)		\$16,884,672	\$17,189,521.48	Within 1.8% of original estimate given to Council..

Net Present Value Calculations

The feasibility study also estimated ongoing operating costs for the AMI system's projected 20-year life that were incorporated into the financial evaluation of RFP ISD19-2. The table below compares the expected annual costs estimated in the feasibility study and the actual costs proposed by KTI Limited.

Component	Contract Reference	Feasibility Study Budget	Actual Bid Cost	Comments
Annual Costs	ISD19-2 Pending Award	\$260,803 / year	\$152,806.28	Actual was 41.4% less than estimated.

As part of the net present value calculation the recommended proposal allowed for the first 15 years of warranty to be covered at 100%, and the remaining years pro-rated based on the product price of the AMI radio transmitter.

The table below shows Total solution cost inclusive Life Cycle and Supplied Equipment costs.

ISD19-2 RFP for a City-Wide Water Meter and AMI Install Project	
Component	Extended
Total Initial Capital Costs	\$ 10,062,725.40
Total Life Cycle Cost	\$ 2,408,209.10

Total Supplied Equipment	\$ 141,195.00
Total Solution Cost	\$ 12,208,616.00
HST	\$ 1,587,120.08
Total Solution Cost (After HST)	\$ 13,795,736.08

CONCLUSION

Based on actual bid results, the benefits anticipated and described in the feasibility study will be realized at costs that are in line with expected levels. As this report describes, the benefits address several elements of Council's strategic priorities and represent a transformational improvement in the City's water and wastewater services. Both residential and commercial customers will realize benefits from this project.

The City is currently utilizing water meters that have reached their useful life expectancy and should be replaced at an estimated cost of \$10.2 M. The net increase in capital costs to obtain an automated water meter system is \$ 7 M, thanks in part to the opportunity to take advantage of existing investments in GSU's existing infrastructure. The project has a payback of 10.2 years, so over the expected asset life, the benefits of this project exceed financial costs by a significant amount and are also greater than simply maintaining the status quo.

Next Steps

Subject to Council's approval of the recommendations in this report, contracts will be executed with successful vendors. A revised service agreement with GSU will be negotiated and presented to Council for approval. A comprehensive communications plan will be implemented and managed throughout the project. Collaboration will occur with GSU and the successful vendors to begin the project, starting with a "proof of concept". This phase will assess and confirm specific project steps and inform plans to fully implement the AMI network, meter replacement and AMI radio transmitters across the remaining 48,000 water customers. The new infrastructure will be fully implemented and operational by March 2022.

June 11th, 2019

Mr. Jason West
Project Manager
City of Greater Sudbury
200 Brady St.
Sudbury, ON P3A 5P3

Subject: Request for Proposal for Supply and Delivery of Water Meters (ISD19-18).

Jason:

P1 Consulting acted as the Fairness Advisor to review and monitor the communications, evaluations and decision-making processes that were associated with the City of Sudbury's Request for Proposal for Supply and Delivery of Water Meters (ISD19-18).

As Fairness Advisor, we were responsible for monitoring all aspects of the procurement process in order to confirm that it was conducted in a manner consistent with the RFP, evaluation framework and principles of fairness, openness and transparency. P1 Consulting began its involvement in December 2018, with review of the draft RFP documents. We subsequently attended the Bidders meeting, provided oversight and advice during the reference checks process, and attended the evaluation consensus sessions. Throughout the process we also advised on fairness-related matters brought to us by the City and its advisors.

As the Fairness Advisor for the City of Sudbury's Request for Proposal for Supply and Delivery of Water Meters (ISD19-18), we certify that, at the time at which this letter was prepared, the principles of fairness, openness and transparency have, in our opinion, been maintained throughout procurement process. Furthermore, no issues emerged during the process, of which we were aware, that would impair the fairness of this initiative.

Yours truly,

A handwritten signature in black ink, appearing to read 'S. Braithwaite'.

Stephanie Braithwaite, Fairness Advisor
P1 Consulting Inc.

Cc:

Jill Newsome, Vice President, P1 Consulting Inc
Louise Panneton, President, P1 Consulting Inc

A large, faint, yellow watermark of the P1 Consulting logo is centered in the background of the page.

P1 Consulting Inc.

June 11th, 2019

Mr. Jason West
Project Manager
City of Greater Sudbury
200 Brady St.
Sudbury, ON P3A 5P3

Subject: Request for Proposal for a City Wide Water Meter and Advanced Metering Infrastructure (AMI) System and Installation Project (ISD19-2)

Jason:

P1 Consulting acted as the Fairness Advisor to review and monitor the communications, evaluations and decision-making processes that were associated with the City of Sudbury's Request for Proposal for a City-Wide Water Meter and Advanced Metering Infrastructure (AMI) System and Installation Project (ISD19-2).

As Fairness Advisor, we were responsible for monitoring all aspects of the procurement process in order to confirm that it was conducted in a manner consistent with the RFP, evaluation framework and principles of fairness, openness and transparency. P1 Consulting began its involvement prior to RFP issuance with review of the draft RFP documents. We subsequently attended the Bidders meeting, provided oversight and advice during the reference checks process, and attended the evaluation consensus sessions. Throughout the process we also advised on fairness-related matters brought to us by the City and its advisors.

As the Fairness Advisor for the City of Sudbury's Request for Proposal for a City Wide Water Meter and Advanced Metering Infrastructure (AMI) System and Installation Project (ISD19-2), we certify that, at the time at which this letter was prepared, the principles of fairness, openness and transparency have, in our opinion, been maintained throughout procurement process. Furthermore, no issues emerged during the process, of which we were aware, that would impair the fairness of this initiative.

Yours truly,

A handwritten signature in black ink, appearing to read 'S. Braithwaite'.

Stephanie Braithwaite, Fairness Advisor
P1 Consulting Inc.

Cc:
Jill Newsome, Vice President, P1 Consulting Inc
Louise Panneton, President, P1 Consulting Inc

P1 Consulting Inc.

86 Centrepointhe Drive, Ottawa, Ontario, Canada K2G 6B1 T: (613) 723-0060 F: (613) 723-9720



Request for Decision

Application for Development Cost Sharing for Auger Avenue Extension

Presented To:	City Council
Presented:	Tuesday, Jun 25, 2019
Report Date	Wednesday, Jun 05, 2019
Type:	Managers' Reports

Resolution

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.

Signed By

Report Prepared By

Kris Longston
Manager of Community and Strategic Planning
Digitally Signed Jun 5, 19

Division Review

Jason Ferrigan
Director of Planning Services
Digitally Signed Jun 5, 19

Financial Implications

Jim Lister
Manager of Financial Planning and Budgeting
Digitally Signed Jun 7, 19

Recommended by the Department

Tony Cecutti
General Manager of Growth and Infrastructure
Digitally Signed Jun 9, 19

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jun 9, 19

Relationship to the Strategic Plan / Health Impact Assessment

This recommendation is consistent with Council's Strategic Plan. Specifically, priority C under the Growth and Economic Development pillar directs the City to "Provide a welcoming environment that is conducive to investment and reduction of red tape, by removing barriers and attracting new business."

Report Summary

The purpose of this report is to provide staff analysis and recommendations on a cost sharing application by 1582628 Ontario Ltd. and 1929874 Ontario Inc, for the properties at 440 and 488 Falconbridge Road. The application seeks to cost share with the City on the construction of the Auger Avenue extension east of Falconbridge Road, which is identified as a future collector road in the City's Official Plan and the Transportation Master Plan. The application has been submitted jointly by two separate land owners who are currently in the process of developing the abutting properties for automotive sales and service related uses.

Financial Implications

The estimated total eligible costs for the completion of Auger Avenue from Falconbridge Road east to the City's Frobisher Street Depot property are approximately \$4,600,000. The draft 2019 Development Charges Background Study and By-law include the extension of Auger Street, with 50% of the cost being development charge eligible. Staff recommend that the remaining eligible amount of approximately \$2,300,000 be cost shared between the City (50%), and 1582628 Ontario Ltd. and 1929874 Ontario Inc (50%).

Overall, the funding of the DC credits (50%) to the two Developers would be a combination from the Development Charges Reserve Fund- Roads and the Capital Financing Reserve Fund - General. The funding of the City portion of cost sharing costs of 25% would be included and funded within the 2020 Capital Budget.

It is important to note that DC revenue is a critical component of the proposed cost sharing formula. The City's current DC By-law expires in June of 2019. Staff presented a draft Background Study to Finance and Administration Committee on March 26 th, which included the extension of Auger Avenue in the roads capital program. Should the DC rates be approved below the calculated rates, it would reduce the amount of funding from development charges and instead be funded by the City for this or other cost sharing applications.

Background:

Cost Sharing Applications (440 and 488 Falconbridge Road)

The cost sharing application has been submitted jointly by two separate but abutting land owners who are currently in the process of developing the properties at 440 and 488 Falconbridge Road for automotive sales, service and parts related uses. As a result of these developments, there is an opportunity to realize the construction of a segment of the future Auger Avenue extension, east of Falconbridge Road. This extension is identified as a future collector road in the City's Official Plan and Transportation Master Plan. The Auger Avenue extension would eventually service the industrially designated lands to the east of Falconbridge Road and north of the Kingsway.

This extension would also provide access to the City's Frobisher Depot, enabling heavy truck traffic and staff to utilize the signalized intersection at Auger Avenue and Falconbridge Road as opposed to the current un-signalized intersection at Frobisher Street and Falconbridge Road. Providing improved access to the Frobisher Depot via Auger Avenue was identified as part of the Depot Master Plan that was presented to Council on August 14th, 2018.

The property at 488 Falconbridge Road is occupied by the offices and warehouse of Maslack Automotive & Industrial Supply. This property is currently under a site plan agreement from 2016 for the construction of an addition to the warehouse. Under this site plan agreement, the owner undertook improvements to the Falconbridge Road / Auger Avenue intersection and to the north side of the site to remove rock to create a driveway to facilitate truck access to the site.

The property at 440 Falconbridge Road is a 9 hectare site located to the south and east of the Maslack property, including approximately 75m of frontage on Falconbridge Road. The property has been undergoing blasting and site preparation and was recently developed with an auto body repair shop. The future plans for the property include the relocation of Laurentian Motors, a 15,000 sq.ft. tire storage facility, a 6,000 sq.ft. industrial office and two additional car dealerships totaling 40,000 sq.ft. Part of the development of the site has included blasting and the construction of a driveway along the northern border of the property in the location where the future extension of Auger Avenue is contemplated in the Official Plan.

2014 Development Charges Background Study and 2016 Policy on Development Cost Sharing

On July 12th, 2016 Council directed staff to apply a development charge eligible cost ratio of 50% to five major future roads identified in the Official Plan, namely Montrose Avenue, Silver Hills Drive, Remington Road, Martilla Drive and John Street in Val Caron. These future roads all represent extensions to existing collector roads that would accommodate future growth and represent improvements to the existing road network. These roads were also identified as future roads in the City's Transportation Master Plan.

On August 9th, 2016 Council adopted an updated Policy on Development Cost Sharing 2016. One of the changes featured in the new policy is the ability for Council to consider alternative cost sharing measures on a case by case basis in situations where a proposed road is identified as a major future road in the Official Plan and creates an improvement in the existing road network.

The above Council decisions created a policy framework that has enabled the City to approve cost sharing applications (Silver Hills Drive and Montrose Avenue) that will result in the construction of road infrastructure that would otherwise fall under the City's capital program while at the same time facilitating growth and development in the City and improving the overall road network.

Official Plan and Transportation Master Plan

The extension of Auger Avenue would also fall into the category of a major future road as it is identified as a future collector road in the current Official Plan and in the Transportation Master Plan. Both of these Plans call for Auger Avenue to be extended east of Falconbridge Road to service industrially designated lands. This extension of Auger Avenue would eventually connect with two other future roads running north / south from Lasalle Blvd to the Kingsway. The Transportation Master Plan estimated that the Auger Avenue extension and related road network would be constructed sometime after 2031.

2019 Development Charges Background Study

The extension of Auger Avenue, while being included in the Official Plan and Transportation Master Plan, was not included in the 2014 Development Charges Background Study or By-law as it wasn't anticipated to be constructed within the ten year timeframe of that study.

Due to the current development of the site, the extension of Auger Avenue was included in the draft 2019 Development Charges background study that was presented to Finance and Administration Committee on March 26th, 2019. In the 2019 background study a 50% DC eligible ratio was applied to the Auger Avenue extension to reflect Council's prior direction for major future roads in 2016.

As a result, should Council adopt the proposed 2019 Development Charges study and by-law, it would enable 50% of the cost of the Auger Avenue extension to be Development Charges eligible.

Cost Sharing Application:

Per section 6.1 (h) of the Policy on Development Cost Sharing 2016, 1582628 Ontario Ltd. and 1929874 Ontario Inc. have submitted a joint cost sharing application for the construction of the Auger Avenue extension from Falconbridge Road east/southeast for approximately 465m to the City's Frobisher Depot property at 1800 Frobisher Street.

Under this proposal, the applicants would construct the Auger Avenue extension and then dedicate the road allowance to the City, who would then assume the road.

As part of the application, the agent for 1582628 Ontario Ltd. and 1929874 Ontario Inc. has provided documentation for the costs of the work completed to date along with three estimates for the cost to upgrade the existing driveway to a collector road standard. This upgrade would include the construction of the Auger Avenue extension to an urban collector standard with a 10m wide asphalt surface, a 1.5m wide sidewalk on the southside, 1.5m wide boulevards on both sides and two 1.5m wide bike lanes. Land costs have not be included in the calculations presented in this report.

It should be noted that the cost sharing policy and any development charge credits would not apply to any water, sewer or other infrastructure meant to service the development, only the costs directly related to the Auger Avenue extension.

It should also be noted that staff, in reviewing the application have identified some additional work that would be required and have included that in the funding formula.

Analysis:

General Cost Sharing Principles

The Policy on Development Cost Sharing 2016 allows the City to consider alternative cost sharing measures on a case by case basis in situations where a proposed road is identified as a major future road in the Official Plan and creates an improvement in the existing road network. In order to maintain flexibility, the Policy on Development Cost Sharing does not prescribe parameters for cost sharing on major future roads as each situation is unique and the policy requires each application to be considered on a case by case basis.

The general principles of the Policy on Development Cost Sharing state that the City is interested in cost sharing in situations where there are demonstrated gains in closing the infrastructure gap or opportunities to upgrade infrastructure that would otherwise fall under the City's capital programs. The cost sharing application submitted by 1582628 Ontario Ltd. and 1929874 Ontario Inc. fits within these general principles as the extension of Auger Avenue is currently identified as a future collector road in the City's Official Plan and the Transportation Master Plan. This future extension is intended to serve industrially designated lands east of Falconbridge Road and north of the Kingsway and eventually form part of a larger future road network in this area. Should the existing driveway not be converted to a collector road at this time, the City at some point in the future, may have to acquire lands and construct the Auger Avenue extension as part of its roads capital program. This future work may not involve any cost sharing partners and the future costs would likely be higher due to inflation. This cost sharing application would allow the City to complete a portion of its planned motorized and active transportation network in the short term, while sharing a portion of the construction cost with 1582628 Ontario Ltd. and 1929874 Ontario Inc.

Another general principle of the Policy on Development Cost Sharing is that cost sharing is an option in situations where there are off site deficiencies or enhanced work is desired by the City. With respect to this application, the construction of the Auger Street extension would provide the City's Frobisher Street Depot with an alternative access via a collector road to a signalized intersection at Falconbridge Road. This would facilitate the movement of staff vehicles and heavy truck traffic to and from the depot, thereby addressing one of the recommendations of the 2018 Depot Master Plan, while also providing an improvement to the overall road network.

It should be noted that Council has approved two similar cost sharing applications (Montrose Avenue and Silver Hills Drive) where the costs were divided three ways with 50% of the costs being DC eligible, 25% being City's share and 25% being the Developer's responsibility. Applying a similar formula to this application would be in keeping with past Council decisions regarding cost sharing on collector roads.

Cost Sharing Agreement Considerations

The proposed cost sharing application for the Auger Street extension is unique in that there are two property owners and a significant amount of work has already been completed as part of improvements made under site plan agreement. It should be noted however that this work was not done to a collector road standard and instead was completed, under site plan agreement, for the owner's original intent of accessing both sites via a private driveway. As part of the cost sharing application, the applicants have included cost related to the work that has been completed to date and the work required to construct the Auger Avenue extension to a collector standard. The following is staff's analysis of the cost sharing application and recommendations regarding eligible costs.

Eligible and Ineligible Costs

The City's Policy on development cost sharing defines the cost for a proposed service as the final cost of designing and constructing the service, as determined by the City, after the construction is complete. Based on this definition, eligible costs in this application should be limited to those costs related to the construction of the Auger Avenue extension to a collector standard. To support the application, the agent has supplied three quotes to bring the existing driveway to a collector standard, including the cost to remove an additional 5m width of rock along the north side of the site. These costs would be eligible under the policy in addition to soft costs related to the construction of the extension to a collector standard.

The application also included costs related to previous work completed on the site to construct the private driveway along with other related site plan work. This previous work can be considered eligible if it can be repurposed and reused to facilitate the construction of the Auger Avenue extension to a collector standard. Examples of previous work that may be eligible include rock removal, granular base and signalization improvements. Examples of work that would not be eligible because it does not facilitate the upgrading of the extension to a collector standard and requires

removal as part of the proposed work include (retaining walls, curbing and existing asphalt).

It should be noted that the cost estimates provided with the application would be considered a "class C" estimate and would be further refined through a detailed design process should Council approve the application. It should also be noted that staff used the lowest estimates provided by the applicants in the calculation.

Based on the above analysis, staff have prepared a table outlining the recommended eligible costs as compared to the applicant's proposal (appendix A). In this scenario, the total eligible costs for the extension of Auger Avenue would total approximately \$4,600,000 (rounded). Based on similar cost sharing agreements, approved by Council for Montrose Avenue and Silver Hills, the proposed cost sharing formula would be 50% (\$2,300,000) Development Charges, 25% Developer(s) (\$1,150,000) (rounded) and 25% (\$1,150,000) (rounded) City Cost Sharing.

It should be noted that if this formula is approved by Council it would required a separate Development Charge Credit Agreement for the DC portion of the costs. The funding for the DC portion would be subject to the passing of a new development charges by-law by Council that contains the Auger Avenue extension. Any reductions to the DC revenue would impact the ability to fund the 50% share proposed in this formula.

Summary:

1582628 Ontario Ltd. and 1929874 Ontario Inc. have submitted a joint cost sharing applications for the construction of the extension of Auger Avenue east from Falconbridge Road for approximately 465m to the City's Frobisher Depot property. Staff recommend that the cost sharing application be approved based on eligible costs for the construction of the Auger Avenue extension of approximately \$4,600,000. The proposed break down would see the eligible costs of \$4,600,000 to construct the road shared between development charge credits (50%), the City (25%) and 1582628 Ontario Ltd. and 1929874 Ontario Inc (25%).

The application is consistent with the City's Policy on Development Cost Sharing 2016 and Council's decision on other cost sharing applications for major roads in the Official Plan. Staff recommends approval of the applications and that Council direct staff to negotiate and enter into the necessary cost sharing and development charge credit agreements subject, but not limited to, the following parameters:

1. An eligible cost structure as recommended in this report;
2. A cost sharing breakdown of eligible costs for the extension of Auger Avenue from Falconbridge Road east to the City's Frobisher Depot property as follows:

1582628 Ontario Ltd. and 1929874 Ontario Inc 25%, City 25%, Development Charges 50%;

3. That all work to complete the construction of the extension of Auger Avenue from Falconbridge Road east to the City's Frobisher Depot property shall be the responsibility of the applicants to the satisfaction of the City;
4. That the estimated cost be considered an upset limit, and that any additional costs to complete the Auger Avenue extension will be at the applicants' expense. It is anticipated that the costs outlined in this report will be further refined through the detailed design process, and
5. Requirements for 1582628 Ontario Ltd. and 1929874 Ontario Inc. to dedicate lands required for the Auger Avenue extension to the City upon completion of the work and inspection and approval by the City.

Resources Cited:

City of Greater Sudbury Policy on Development Cost Sharing 2016

<https://www.greatersudbury.ca/inside-city-hall/landuseplanning/pdf-documents/policy-on-development-cost-sharing/>

City of Greater Sudbury Development Charges By-law 2014-151 and Development Charges Background Study 2104

<https://www.greatersudbury.ca/living/building-permits/development-charges/>

Manager's Report on Development Charge Eligible Costs for New Major Roads – July 12, 2016

<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=27&id=949>

City of Greater Sudbury Council Resolution CC2016-248

<http://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=949&itemid=rec>

Manager's Report on Silver Hills Drive Cost Sharing Application – December 13, 2016

<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=24&id=1034>

City of Greater Sudbury Official Plan, Schedule 6 Transportation Network.

<https://www.greatersudbury.ca/?LinkServID=AB98FAC5-90BC-20CF-19A99848C83DD34C>

City of Greater Sudbury Transportation Master Plan.

<https://www.greatersudbury.ca/live/transportation-parking-and-roads/road-plans-and-studies/transportation-master-plan/>

Report on Proposed Changes to City's Development Charges By-law and Rates,
Finance and Administration Committee, March 26th, 2019.

<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=2&id=1365>

Depot Master Plan – Frobisher, St. Clair, Suez, Black Lake & Whitefish, City Council,
August 14th, 2018.

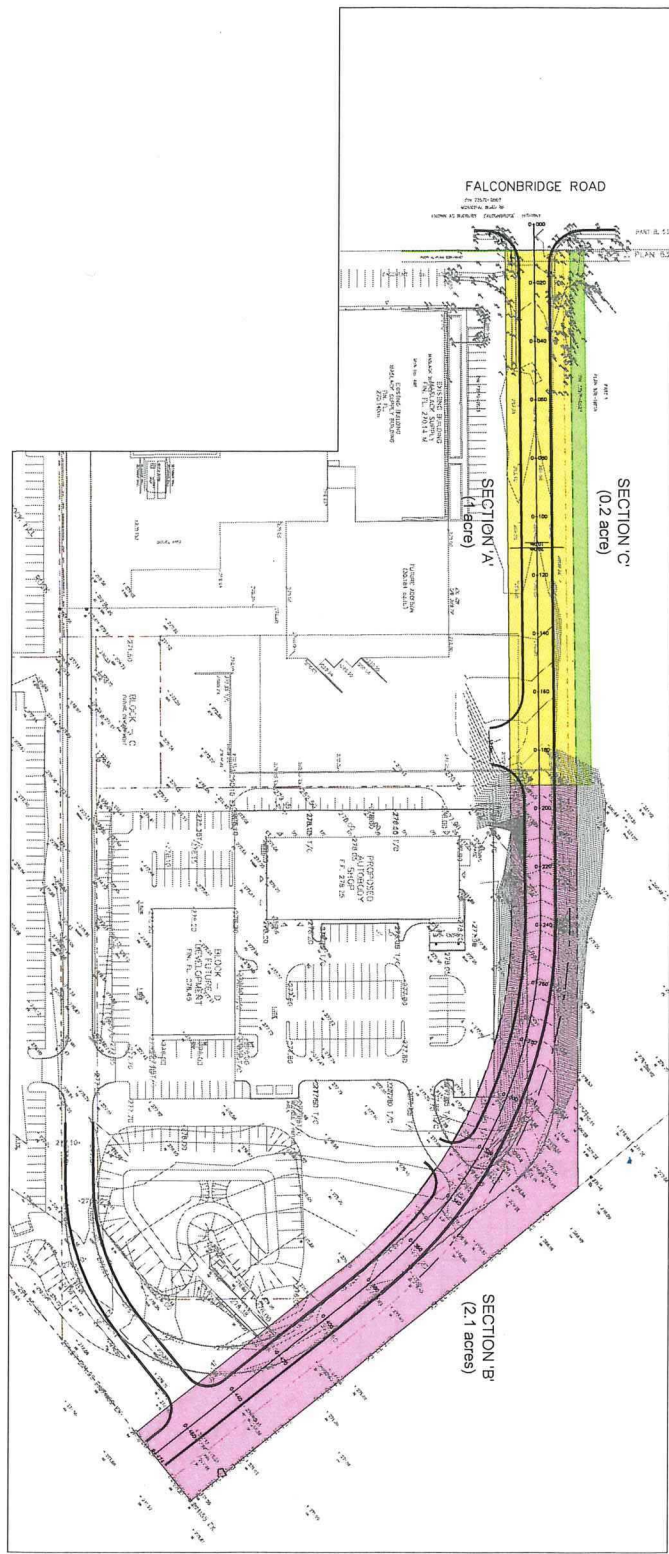
<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1245&itemid=15300>

Appendix A

Description	Developer Proposed Costs	Staff Recommended Eligible Costs
Section A (488 Falconbridge Road Property)		
Road Work to Date	\$ 1,326,809	\$ 1,083,743
Cost to Upgrade to Collector Standard	\$ 602,082	\$ 602,082
Soft Costs (Consultants and Legal Costs) 10%	\$ 232,889	\$ 168,582
Sub Total	\$ 2,161,780	\$ 1,854,407
Section B (440 Falconbridge Road Property)		
Road Work to Date	\$ 442,865	\$ 226,210
Cost to Upgrade to Collector Standard	\$ 1,326,744	\$ 1,326,744
Previous Site Plan Work (Intersection)	\$ 200,000	\$ 200,000
Soft Costs (Consultants and Legal Costs) 10%	\$ 280,961	\$ 175,295
Sub Total	\$ 2,250,570	\$ 1,928,249
Section C (Additional Rock Removal)		
Cost to Remove Rock Face 5m from curb	\$ 609,500	\$ 609,500
Soft Costs (Consultants and Legal Costs) 10%	\$ 60,950	\$ 60,950
Sub Total	\$ 670,450	\$ 670,450
Section D (Additional Work Required)		
Street lights and trees	\$ 139,150	\$ 139,150
Soft Costs (Consultants and Legal Costs) 10%	\$ 13,915	\$ 13,915
Sub Total	\$ 153,065	\$ 153,065
Total Cost	\$ 5,235,865	\$ 4,606,172

Proposed Eligible Cost Funding Sources (Rounded)

DC (50%)	\$ 2,300,000.00
Cost Sharing (25%)	\$ 1,150,000.00
Developer (25%)	\$ 1,150,000.00
Total	\$ 4,600,000.00



PROJECTED 18062 1014 1/8" = 1'-0"

DATE: 10/1/07

BY: JLS

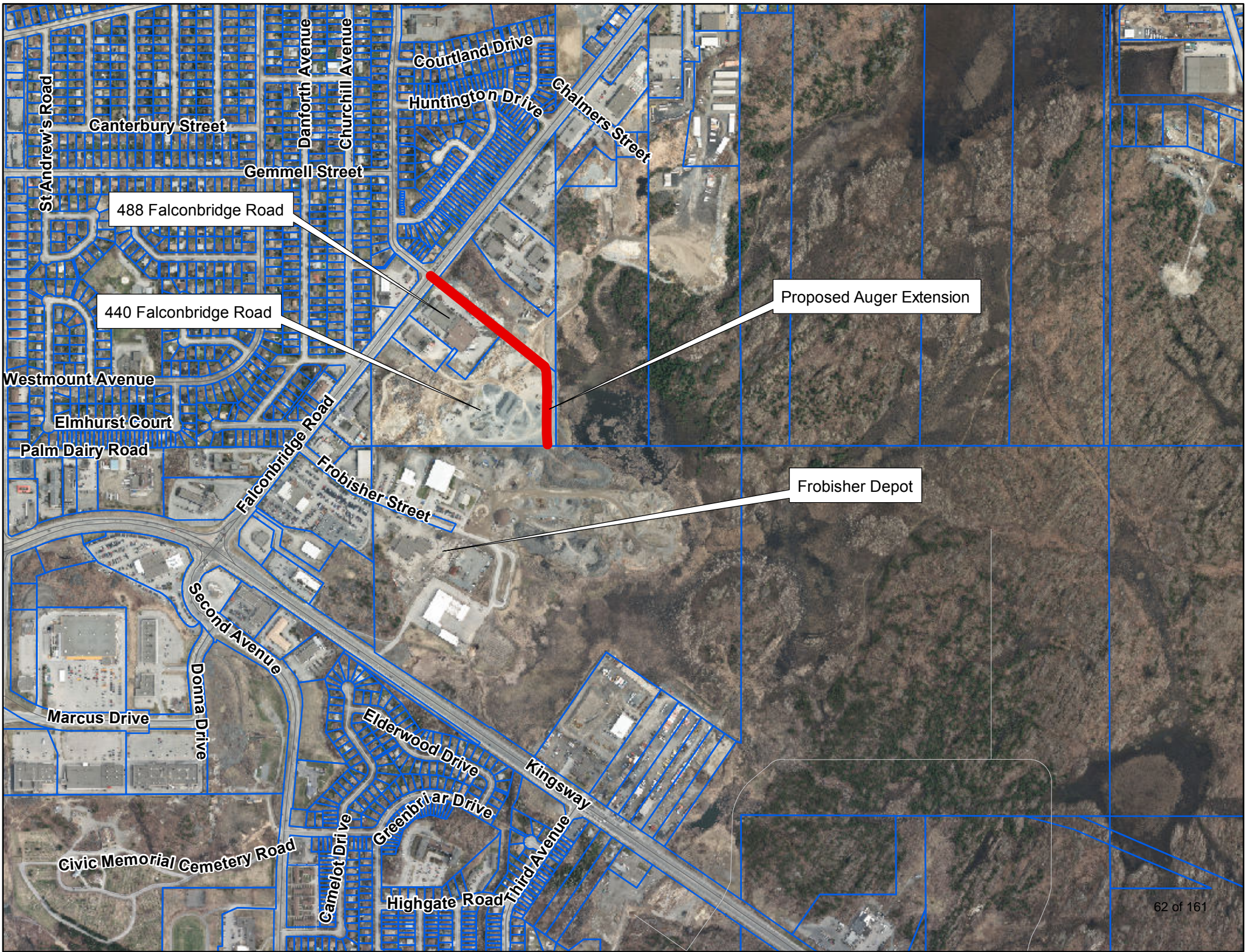
CHECKED: RY

AUTOPARK
SITE PLAN LAND ALLOCATION
PR-1.0

REVISIONS

MASLACK/AUTOPARK COST
SHARING

yallowega
belanger
salach
architecture



Presented To:	City Council
Presented:	Tuesday, Jun 25, 2019
Report Date	Monday, Jun 03, 2019
Type:	Managers' Reports

Request for Decision

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

Resolution

THAT the City of Greater Sudbury approves Option ____ 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.

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to Responsive, Fiscally Prudent, Open Governance: Focus on openness, transparency and accountability in everything we do.

Report Summary

At the March 19, 2019 Council passed Resolution CC2019-96 to provide recommendations relating to the reimbursement of alcohol and cannabis. The City of Greater Sudbury maintains by-laws and policies for the remuneration of Members of Council and appointees and for the payment of expenses for Member of Council and Municipal Employees. Since the development of the Payment of Expenses for Members of Council and Municipal Employees and recommendations from the City's external auditors the City should update and require additional documentation to ensure:

- That by-laws and policies clearly articulate the City's guidance on spending of taxpayers money,
- That information reported is open and transparent, and
- That expenses incurred are fiscally responsible.

This report recommends changes as directed on March 19, 2019.

Financial Implications

Signed By

Report Prepared By

Lorraine Laplante
Manager of Accounting
Digitally Signed Jun 3, 19

Division Review

Ed Stankiewicz
Executive Director of Finance, Assets and Fleet
Digitally Signed Jun 3, 19

Financial Implications

Jim Lister
Manager of Financial Planning and Budgeting
Digitally Signed Jun 3, 19

Recommended by the Department

Kevin Fowke
General Manager of Corporate Services
Digitally Signed Jun 3, 19

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jun 9, 19

There are no financial implications associated with this report.

BACKGROUND

At the March 19, 2019 Council meeting, resolution CC2019-96 was passed:

WHEREAS in their Audit Findings Report dated December 31, 2016 and presented to the Audit Committee on June 20th, 2017, the external auditors, as part of their verification of compliance with established travel and expense reimbursement policies, noted that "the City's policies permit the reimbursement of alcohol purchases under certain circumstances and our testing did identify instances of reimbursement of alcohol purchases. The reimbursement of alcohol beverages may expose the City to potential reputational and legal risks. In light of potential risk exposures, the City may wish to re-evaluate its policies with respect to alcoholic beverages."

AND WHEREAS recreational cannabis became legal in Canada on October 17th, 2018;

AND WHEREAS the legalization of recreational cannabis impacts municipal programs and services as well as policy and business process considerations, including substance use and fitness for duty in the workplace and the reimbursement of expenses;

AND WHEREAS in light of this most recent legislation and the recommendations of its external auditors, it would seem appropriate for the City of Greater Sudbury to review its policies with respect to alcoholic beverages, recreational cannabis, and the reimbursement of expenses for those substances;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury direct staff to bring forward a report for Council's consideration in the spring of 2019, with recommendations to either eliminate or strictly limit the reimbursement of expenses for alcohol and cannabis to very specifically defined "business hospitality expenses".

The Payment of Expenses for Members of Council and Municipal Employees has been in effect since January 26, 2016. As referenced above, KPMG included a recommendation as part of its audit findings report issued in June 2017.

A) Current City of Greater Sudbury Policies

The City has some policies and guidance relating to consumption and/or reimbursement of expenses relating to alcohol and cannabis.

1. Payment of Expenses for Members of Council and Municipal Employees (by-law)

Schedule B - Eligible Expenses – Councillor Office Expense Budgets provides the following guidance:

Payment of Expenses for Members of Council and Municipal Employees

11. Meeting expenses (excluding alcohol) such as snacks, venue set-up and external facilitators.
12. Business hospitality expenses incurred in the conduct of City business for food and beverages (including alcohol) related to business meals and/or receptions with constituents, volunteers, business contacts, Municipal Employees, employees of a City agency or board, representatives of other levels of government, international delegations or visitors.

No definitions are provided for meeting and business hospitality.

2. Substance Use and Fitness for Duty in the Workplace Policy

The City of Greater Sudbury has introduced a corporate Substance Use and Fitness for Duty in the Workplace Policy effective October 17, 2018 that includes recreational cannabis use. The policy clearly indicates in section 3.5 that:

Employees must not use, distribute or offer for sale any alcohol, recreational cannabis, illicit drugs and/or drug paraphernalia while at work. All Employees operating any CGS vehicle or equipment are prohibited from having any presence of alcohol in their blood. All Employees operating any CGS vehicle or equipment are prohibited from having any presence of cannabis or other drugs that can be detected by an oral fluid screening device.

The workplace is defined as “all land, property, structures, installations, offices, job sites, vehicles, and equipment owned, leased, operated or otherwise directly controlled by CGS and/or used for CGS business”.

Section 3.10 provides the General Managers or their designate the ability to “approve the consumption of alcohol for CGS sponsored staff functions, work-related events or outings.” The following requirements must be met:

- ✓ The function is managed such that the risk of accidents, injury, harmful situations, etc. is limited or minimal and a written plan is in place;
- ✓ Alternate forms of transportation for Employees leaving the event or function including taxis and public transit are available;
- ✓ The Employee remains fit for duty while at the work-related function/event and when returning to their workplace;
- ✓ The employee does not hold a safety-sensitive position.

Section 4.1.3 of the policy also indicates the City's responsibility as the Employer to:

- ✓ “Firmly and fairly enforce the principle that its Employees must report and remain fit for work while conducting CGS business in a CGS workplace or elsewhere.”

The policy also provides some examples of effects:

Category	Examples of general effects
Alcohol	Impaired judgement, slowed reflexes, impaired motor function, sleepiness or drowsiness, coma, overdose may be fatal
Cannabis	Distorted sense of time, impaired memory, impaired coordination

3. Employee Handbook

The Employee Handbook provides direction relating to alcoholic beverages.

Employees found consuming, under the influence, or in the possession of alcoholic beverages while on CGS property, at CGS work sites, while operating or a passenger in any CGS vehicle or equipment, or during working hours, will be under immediate suspension and be sent home. Further disciplinary action will then be determined by the Employer. During unpaid lunches, Employees are also expected to use restraint, as returning to work under the influence of alcohol is also a serious offence subject to discipline.

4. Travel and Business Expenses Policy

Section 5.3 Ineligible for Employees indicates that alcoholic beverages are an ineligible expense, except where these form part of a legitimate hospitality expense and must be approved by the CAO or ELT Member.

5. Alcohol Risk Management Policy (by-law)

This policy is designed to:

- ensure that there are responsible management practices at social events held in municipally owned facilities where alcohol use is permitted,
- prevent alcohol related problems at these events,
- minimize the legal responsibility of facility users and volunteers as well as the Municipality's legal liability.

Some items to highlight:

- 5.2 Provision of low alcohol beverages and food items must be provided. Food must be sufficient to serve the number of persons attending; snacks are not considered food for this purpose.
- 5.3 Standard alcohol content beverages: extra alcohol content drinks are not permitted, the standard is 5% for beer, 12% for wine and 40% for liquor.
- 5.4 Alcohol marketing practices: marketing practices which encourages increased consumption such as oversized drinks, double shots of alcohol, volume discounts and unattended free alcohol are not permitted.

5.9 Safe transportation: the authorized designate shall be responsible for promoting safe transportation options for all the drinking participants (designated driver, taxi, etc).

6. Benefit Coverage

The City's current health care plan does not provide for the reimbursement of medical cannabis as it is not considered a prescription drug with a Drug Identification Number (DIN) and could only be added as an optional benefit. The City's benefits provider will be launching optional coverage, for interested plan sponsors, to permit the reimbursement of medical cannabis costs for limited conditions/symptoms.

Medical cannabis is an eligible medical expense that can be claimed on an individual's tax return (lines 330 and 331) as per Canada Revenue Agency. Medical cannabis is not required to be reimbursed through private health care benefits.

B) Information from other municipalities

1) Reimbursement of alcohol as a business hospitality expense

City staff surveyed other municipalities and located additional municipal policies that referenced the reimbursement of alcohol.

Item	Number
Municipalities that do not reimburse alcohol	8
Municipalities that do reimburse alcohol with restrictions	6

See Appendix A – Summary of Information for additional details.

2) Reimbursement of cannabis as a business hospitality expense

None of the municipalities surveyed (11) reimbursed cannabis as a business hospitality expense. In addition, municipalities responded that cannabis was not considered when their policies were drafted and/or would not consider adding cannabis as an eligible expense.

3) Requirement to include name of attendees and/or group/affiliation where meals or hospitality were provided.

While reviewing other municipal policies, staff noted additional requirements relating to meals and hospitality. The requirement was to document the purpose of the meeting and/or hospitality and the attendees and/or their affiliation.

See Appendix A – Summary of Information for additional details.

4) Definitions

As Resolution CC2019-96 requests recommendations to either eliminate or strictly limit the reimbursement of expenses for alcohol and cannabis to very specifically defined "business hospitality expenses" staff reviewed other municipal policies to identify potential definitions that could be used to formulate the City's definition for these categories.

See Appendix A – Summary of Information for additional details for examples of definitions.

C) Additional risk, legal and other considerations

If a Council Member or an employee is buying alcohol for themselves at a licensed establishment then the liability for injury or damage to others falls on the licensed establishment. The liability for the injury or damage to the Council Member or employee falls to the municipality and will be managed by Human Resources and the Workers Safety Insurance Board.

If a Council Member or employee pays for alcohol and serves this to another person, liability for that person is with the City. Even if the person then chooses to purchase more alcohol on their own, the City can be held accountable for any liability that may arise as the City would have been part of the string of events that caused that person to consume alcohol.

There is a concept of "host" liability which can be categorized as: commercial (licensed establishments), social and employer. There is a duty of care that arises when parties in a proximate relationship and injury to a party is reasonably foreseeable (not fit to drive, duty, etc). The duty of care may be limited or negated based on circumstances. In determining social host liability the Courts have relied on the existence of a special relationship between the host and the injured party, evidence of impairment when guests leave the social event and reasonable foreseeability that they pose a threat to themselves and others.

As for cannabis, the Province of Ontario restricts the maximum amount of cannabis purchased up to 30 grams at one time for personal use only.

D) Recommendations

1) Reimbursement of alcohol as a business hospitality expense

Options

1. That the City of Greater Sudbury continues to permit the reimbursement of alcohol, with the following policy modifications:
 - Additional guidance on when alcohol may be provided such as:
 - Alcohol may only be provided at community events of a social, protocol or ceremonial nature involving large groups (more than 10 people). When alcohol is provided, it must be done in a responsible manner, at a licenced establishment, and in such manner as to always provide food when alcohol is available.
 - The provision of details regarding individuals attending business hospitality events and meetings where expenses will be paid by the City:
 - Identify business purpose and date for the expense, and
 - Original itemized receipt indicating items consumed, and total cost and
 - The name and location of the establishment, and
 - Full name of all participants attending meeting or business hospitality, as well as their affiliation if they are representing an organization or business. The names of individuals receiving a benefit as taxpayers are paying costs on their behalf are not confidential. The names of attendees would not be required for community events of a social, protocol or ceremonial nature or events involving large groups (more than 10 people), or school related events where minors are receiving hospitality.
 - Revise/add Definitions (see Appendix C for other municipal examples):

Business hospitality: a gathering/function that includes constituents, volunteers, representatives of other levels of government, international delegations or visitors for the purpose of commemorating, celebrating or raising awareness or development partnerships/ business relationships.

Eligible expenses: cost for food, beverage, accommodation, transportation and other amenities. **Council to determine if alcohol is to be included.**

Meeting: business meetings/receptions that includes only Members of Council, Municipal Employees, employees or officials of a governing body of a local board of the City for educational or business purpose.

Eligible expenses: includes items such as snacks, food, beverage, venue set-up and external facilitators and excludes alcohol.

Recommended practices if alcohol is provided to guests:

- Be up front regarding expectations, ensure clear heads to discuss business;
 - Let the guest choose the place or select a location that serves food;
 - Know your limit, stay within it (fit for duty);
 - Err on the side of caution, be responsible and plan ahead and ensure there is a safe way home for yourself and your guests – it protects you, the guest and the City.
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.
 3. That the City of Greater Sudbury continues its existing practice to reimburse the purchase of alcohol in accordance with the existing policy.

2) Reimbursement of cannabis as a business hospitality expense

Based on the above information it would be illegal for the City to purchase recreational cannabis for other parties and therefore should not reimburse the purchase of recreational cannabis as a business hospitality expense. The Payment of Expenses by-law will be updated indicating that cannabis is not an eligible expense for business hospitality.

3) Changes of an administrative nature

With amendments being sought regarding alcohol and cannabis, staff will incorporate changes to the Payment of Expenses by-law to:

- Add in wording to more clearly reflect that the City wants to ensure that expenses incurred and demonstrate that the City follows its strategic plan, that expenses, and reporting of such are “Responsive, Fiscally Prudent, Open Governance: Focus on openness, transparency and accountability in everything we do.”
- Add in wording to support the implementation of the Sale of Information Technology Equipment Policy which was approved on March 9th, 2017.
- Update Schedule B – Eligible expenses – Councillor Office Expense Budgets to improve the description of office supplies.

These changes result in the City providing further policies and guidelines to ensure the City conducts business in an open, transparent and accountable manner in compliance with the Policy regarding accountability and transparency.

List of Resources

By-law 2007-299 Policy regarding accountability and transparency

<https://www.greatersudbury.ca/inside-city-hall/open-government/open-government-pdfs/by-law-delegation-of-powers/>

By-law 2016-16F Payment of Expenses for Members of Council and Municipal Employees

<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=15240.pdf>

Municipal Long-Term Financial Plan dated April 13, 2017 presented at Council April 25, 2017

<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=17844.pdf>

Audit Findings Report for the year ended December 31, 2016 presented at Finance and Administration Committee June 20, 2018

<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=19307.pdf>

Alcohol Risk Management Policy

<https://www.greatersudbury.ca/city-hall/by-laws/by-law-pdfs-en/c-by-law-2003-209/>

Ministry of Transportation

<http://www.mto.gov.on.ca/english/safety/impaired-driving.shtml>

The Cannabis Statute Law Amendment Act, 2018

<https://www.ontario.ca/laws/statute/S18012>

Regulation 468/18

<https://www.ontario.ca/laws/regulation/r18468>

Ontario Cannabis Laws

<https://www.ontario.ca/page/cannabis-laws#section-2>

Appendix A - Summary of Information

Municipalities that do not reimburse for alcohol	Source
Haldiman County	survey
City of Hamilton	survey
District of Muskoka	survey
City of Ottawa	survey
Region of Peel	survey
Region of Durham	survey
City of Mississauga	website
Not identifiable - internal policy	survey

Municipalities that reimburse alcohol - with restrictions	Source	Additional information
Municipality of Chatham-Kent	survey	Not permitted if only elected officials/employees are in attendance
City of London	survey	Requires pre-approval
City of Windsor	survey	Not permitted if only employees are attendance
City of Vaughan	website	If relates to economic development/business investment and culture. Other hospitality does not permit alcohol
City of Brampton	website	Only for hospitality or protocol while conducting city business
City of Burlington	website	Alcohol during meals or receptions when included within the price of the ticket

Municipalities that require names of attendees and/or group/affiliation (meals and/or hospitality)	Source
City of Burlington	website
City of Vaughan	website
City of London	survey
District of Muskoka	survey
County of Norfolk	survey
City of Ottawa	survey
Region of Peel	survey
City of Windsor	survey

Appendix A - Summary of Information

Definition of business hospitality, hosting, business meeting, events etc

Hosting: to host or entertain individuals relating to the advancement of the affairs of the City, such hosting or entertainment shall not be extended solely to an individual(s) who is employed by the City and/or their spouse.

Hospitality includes the purchase of food and drink for guests, and where essential, amenities. This also applies to business lunches for guests, including employees. Hospitality may be extended by staff and Councillors when it is considered necessary or desirable as a matter of courtesy and/or to facilitate the conduct of business.

Hospitality is one of the following occasions:

- When discussing municipal matters with persons who are not municipal employees or during special events
- When persons visiting the municipality are members of national or international organizations and which to obtain an understanding and appreciation of life in Canada or understanding the work of a municipal government
- When the municipality sponsors a conference or special event
- When a person who is not a municipal employee renders a service without remuneration or
- When a prestigious ceremony takes place attended by external persons.

Events: a conference, convention, annual meeting, workshop, seminar, training session, investigational or promotional travel, course, study tour, correspondence course, community ratepayer meeting, community relation event, charity fundraising function, retirement dinner and other business meeting.

Other Hospitality: Where Council approves a hospitality situation whereby one or more Council Members are hosting external parties visiting the City with little/no intention of pursuing economic development/ business investment and cultural opportunities, but (1) to have a workshop, conference, meeting for some other purpose or (2) for other miscellaneous reasons.

Business Meeting expense (staff and or/council members and/or external parties) examples (meals consumed prior to attending evening functions or events, in town conference/seminar where meals are no provided an no per-diem claimed).

Business meals including third parties that are determined to be necessary for business purposes and in the best interest of the City. Business Meal: during staff meetings

Business meeting: meetings with Municipal employees, external parties (constituents, business contacts, government officials, or business visitors from out of the municipality) or employees of municipal agencies, boards, commissions or a special purpose body.

- a. Engaging representatives of other levels of government, international delegations or visitors, the broader public sector, business contacts and other third parties in discussions on official matters;
- b. Providing persons from national, international and charitable organizations with an understanding and appreciation of the City of Mississauga or the workings of its municipal government;
- c. Honouring persons from the city in recognition of exceptional public service and staff appreciation events;
- d. Recognition events for various agencies, boards and commissions of the city, and
- e. Ratepayers associations, minor league sports associations and other community groups.

Business meal allowance: breakfast, lunch or dinner expenses that council members incur for meeting with other Members of Council, City staff, or staff of the City's or Region's boards, committees or other special purpose bodies.

Hospitality Expenses: breakfast, lunch, dinner and reception expenses that council members incur while hosting a third party.

Business Hospitality Expense: Breakfast, lunch, dinner and reception expenses that council members incur while hosting a third party.

Request for Decision

GSU Shareholder Declaration Recommendation

Presented To:	City Council
Presented:	Tuesday, Jun 25, 2019
Report Date	Wednesday, Jun 12, 2019
Type:	Managers' Reports

Resolution

THAT the General Manager of Corporate Services be directed to present a by-law adopting the revised shareholder declaration in Appendix A, as outlined in the report entitled "GSU Shareholder Declaration Recommendation" from the General Manager of Corporation Services, presented at City Council on June 25, 2019;

AND THAT the General Manager of Corporate Services work with the CEO of Greater Sudbury Utilities to establish a schedule for the declaration and payment of a dividend in accordance with Schedule A which results in payments commencing in 2020.

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters.

Report Summary

This report outlines the analysis of a revised Shareholder Declaration with Greater Sudbury Utilities Inc., including a Dividend Policy in response to motion CC2018 - 304.

Financial Implications

There are no financial implications associated with this report.

Signed By

Report Prepared By

Kevin Fowke
General Manager of Corporate
Services
Digitally Signed Jun 12, 19

Financial Implications

Jim Lister
Manager of Financial Planning and
Budgeting
Digitally Signed Jun 12, 19

Recommended by the Department

Kevin Fowke
General Manager of Corporate
Services
Digitally Signed Jun 12, 19

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jun 12, 19

Background

Greater Sudbury Utilities Inc. / Services Public du Grand Sudbury Inc. (GSU) was incorporated on October 1st, 2000 and is the parent company for four subsidiary companies: Greater Sudbury Hydro Inc., (GSHI) Agilis Networks, @Home Energy and Convergen. GSHI is one of over 60 Local Distribution Companies (LDCs) in Ontario and each LDC, although regulated by a single body, the Ontario Energy Board (OEB), have engaged in a variety of strategies to suit the needs of communities involved in ownership and operations of the utilities. Many have affiliate or subsidiary companies, many provide returns to their shareholder municipalities and those returns take multiple forms. The City of Greater Sudbury (CGS) is the sole shareholder of GSU.

When GSU was incorporated, the City adopted a shareholder declaration which outlined expectations of the shareholder. The declaration outlined expectations of the shareholder to establish policies in respect of a number of matters, including a dividend policy. The GSU Board adopted a dividend policy on May 27th, 2019 and recommended a set of changes to the shareholder declaration at GSU's Annual General Meeting on June 4th, 2019. These changes were deferred to the City Council meeting of June 25th, 2019 for further consideration consistent with an outstanding City Council motion to make revisions to the shareholder declaration which among other revisions would include the long-outstanding expectation for a dividend policy.

Purpose

This report responds directly to motion CC2018 – 304 (Appendix C) directing that:

1. The Treasurer request from Greater Sudbury Utilities Inc., such documentation as deemed necessary in his sole discretion, including but not limited to unconsolidated financial statements for the Great Sudbury Utilities Inc.'s corporations and subsidiaries as well as any business plans and/or operational reviews related to the past five (5) years; and
2. The General Manager of Corporate Services make such revisions to the Shareholder Declaration as deemed appropriate to the Shareholder in its sole discretion, including but not limited to requiring the Greater Sudbury Utilities Inc. to provide the Shareholder on an annual basis unconsolidated financial statements, business plans, operational reviews, and dividends; and
3. The revised Shareholder Declaration, including a Dividend Policy, be presented to Council no later than June 2019.

Analysis

The Shareholder Declaration with the GSU

What is a Shareholder Declaration?

The purpose of the shareholder declaration is to outline the expectations of the shareholder relating to the principles of governance and other fundamental principles and policies of a corporation. The declaration leaves considerable latitude with the Board of the GSU to manage the business affairs of the Corporation and any of its subsidiaries.

The current shareholder declaration was passed by Council on June 25th, 2008 and took effect on June 1st of that year. It has remained unchanged since that time.

The OEB has provided significant guidance about the governance of OEB rate regulated utilities. The OEB recommends that the quality of governance of an LDC would likely be improved if a majority of directors are independent among other governance recommendations.

The Board is proposing to add two (2) independent directors.

The OEB has, in at least one instance, required that a dividend proposed to be paid out to a shareholder be approved by a majority of a Board's independent directors in addition to being approved by a majority of the entire Board thereby adding an extra level of scrutiny to the amount and timing of any dividend.

In this example, the OEB was concerned because the LDC had historically been paying very large dividends to the shareholder despite the LDC's need for increased capital spending to maintain system reliability. If the LDC continued to pay out such large dividends to its shareholder, the LDC would have had to ignore its aging infrastructure or undertake significant borrowing to address it - the OEB also considered the impact of the continued dividend payment on the LDC's pricing and the adequacy, reliability and quality of service. All of which could adversely impact the LDC's ratepayers.

GSU has never paid a dividend to the City. The OEB's guidance with respect to independent directors is not OEB policy or regulation. In addition to three (3) City Councillors, the GSU Board includes two (2) independent directors selected for their sound judgment, personal integrity, experience and knowledge. In light of the Board's accomplishments to date as set out in its report at its June 4th, 2019 AGM, the Board appears to be performing capably in its current iteration and there is no demonstrable business need to increase the number of directors, independent or otherwise.

What are the proposed changes to the Shareholder Declaration?

The changes to the Shareholder Declaration are minor in nature and reflect CGSs desire for additional financial and strategic planning information from the GSU. Secondly, the Board is requested by the shareholder to adopt the dividend policy contained in Appendix B to the declaration. These changes are reflected in Section 5 in Appendix A.

Dividend Policy

What is a Dividend Policy?

A dividend policy contains the parameters used by a board of directors as the basis for its decisions to declare dividends for payment to investors (or shareholders). The current shareholder declaration with GSU calls for the establishment of "a policy relating to the dividend to be received by the Corporation from the Subsidiaries consistent with a prudent financial and capitalization structure". Council resolution CC 2018-304 calls for a revised shareholder agreement that includes a dividend policy to be presented to the shareholder for approval.

On May 27th, 2019, the GSU board of directors adopted a dividend policy. This policy indicates that the board of directors may approve, on an annual basis, the payment of a dividend to the shareholder on the basis of its normalized comprehensive income (NCI).

Normalized comprehensive income is net income adjusted for the change in value of certain assets, these adjustments result in comprehensive income which is further normalized by adjusting for non-cash items (like depreciation or amortization), permanent cash differences, investing activities and net negative financing activities. It is a proxy to cash generated or used by the business in a given period but does not take into account positive financing activities (like taking out a bank loan or using a line of credit). For 2017 and 2018, NCI was negative (\$1,529,570 and \$631,365 respectively). Given that GSU is entering a period of significant capital investment, some of which may be financed by debt, it very unlikely to be positive in the near term.

The policy also specified that the dividend must be in compliance with the OBCA, the Ontario Energy Board and approved by a majority of independent board members. The provision relating to independence of board members is analyzed above and is unnecessary based on legal opinion received by staff. In fact, the OBCA under which GSU is incorporated, does not address any notion of the affiliation or independence of board members.

Dividend policies generally contain parameters which are used by the board of directors to evaluate a company's financial position and determine if the declaration and payment of a dividend is advisable in the circumstances. Unsurprisingly, boards do not normally declare dividends in situations that would create non-compliance with standards and regulations, would breach contract terms or interfere with other financing arrangements, impair continued reliability, operations or maintenance etc. Further, boards of directors must take into account the organization's ability to pay a dividend in any given period based on having sufficient cash and strong financial indicators.

Subsequent to the direction received in December of 2018, staff have undertaken an analysis of a variety of financial indicators such as income, leverage, free cash flow and liquidity at GSU. These calculations all support strong and improving financial ratios.

Free cash flow and the level of cash and cash equivalents certainly fluctuates and is highly influenced by financing choices to use available cash for purchases of property, plant and equipment. On a consolidated basis, GSU invested \$12,643,752 and \$11,557,261 in cash for purchases in 2018 and 2017 respectively. Analysis of financial indicators is contained in Appendix B.

Interests of the GSU Board

Corporate Services staff have listened to the interests expressed by the GSU Board and senior staff. It is clear that GSU is interested in a policy that:

- Does not place present or future upward pressure on rates
- Considers the potential that despite strong consolidated net income, capital expenditures and the likelihood debt will be required to address capital requirements means that cash will be constrained in the near term
- Is tax effective and considers the relatively high rate of interest on its promissory note with the City.

GSU commissioned BDR North America to perform research into the cash flow, capital structure and dividend policies of Ontario municipally owned electricity distribution companies. The report describes a variety of 2017 data for all of the LDCs in the province reported on the OEB's performance dashboard website. While it is clear in the report that GSU has managed to keep distribution rates low (60th lowest out of 75 LDCs in the study) and they are paying a relatively high rate of interest on shareholder issued debt (third highest total amount of interest and second highest per customer amount of interest in the study), the study also finds that "over the past 10 years, there has been a significant shift to LDCs paying dividends" (40 LDCs in the study paid a dividend in 2017 and only 15 did not). In fact, GSU is the largest LDC in Ontario (in terms of number of customers) that does not pay a dividend. The study also finds that the majority of dividends are in the range of 25% to 60% of net income or between \$20 and \$55 per customer.

When one considers total cash per customer (interest on shareholder issued debt plus dividends) provided to shareholders, it is clear that there are many utilities paying more to their shareholder on a per customer basis than GSU, several of which maintain distribution rates comparable to GSU.

Local Distribution Company	Residential Bill*	Cash/Customer
GSU/GSHI	\$93.63	\$74.47
North Bay Hydro	\$93.71	\$132.17
Oakville Hydro	\$98.86	\$109.52
Festival Hydro	\$96.38	\$106.06
Waterloo North Hydro	\$96.65	\$95.65
Orillia Power Distribution	\$98.19	\$87.32
Halton Hills Hydro	\$97.57	\$83.84
Kitchener Hydro	\$89.24	\$83.26
Niagara on the Lake	\$93.89	\$81.09
Burlington Hydro	\$93.38	\$79.66

* = Includes 750 kwh of consumption, 65% Off-Peak, 17% Mid-Peak and 18% On-Peak using distribution rates from:

https://www.oeb.ca/_html/performance/rates_chart.php

The total cash paid to the shareholder in GSU's case is \$3,795,000. It could be considered to include a deemed portion as a dividend payment if one deducted the prescribed allowed interest rate on shareholder debt by OEB. The difference that could, in theory, be deemed to be a dividend payment is approximately \$1,200,000. When one looks at the dividend per customer ratios among municipalities with 40,000 – 60,000 customers (i.e. similar sized utilities) and controlling for interest rates on shareholder debt paid at the prescribed interest rate, most municipalities our size pay a larger dividend than the “deemed dividend” of \$1,200,000.

Local Distribution Company	Total Customers	Dividend per Customer
GSU/GSHI	47,427	\$0.00
Entegrus	41,142	\$36.46
Bluewater Power Distribution	36,585	\$30.07
Brantford Power	39,622	\$20.19
Milton Hydro	37,896	\$39.58
Newmarket/Tay Hydro	35,712	\$39.20
Niagara Peninsula Hydro	54,919	\$25.49
Oshawa PUC Networks	57,584	\$39.94
Thunder Bay	50,844	\$39.34
Waterloo North Hydro	57,041	\$61.36
Average Dividend Per Customer		\$36.85

At \$36.85, GSU's customer base of 47,427 would, on average, lead to a dividend payment of approximately \$1,750,000, significantly higher than the “deemed dividend” that one could theoretically say is embedded in the current level of interest paid to CGS.

What Dividend Policy Should the GSU Adopt?

The dividend policy adopted by the GSU Board is highly conservative in comparison to virtually all of the policies that formed a part of BDR North America's research and research performed by CGS Finance staff. It is recommended that the dividend policy with GSU should follow the form and content of the vast majority of policies in the municipally owned electrical utility space. These policies have common characteristics:

- They contain a formula for calculation of a dividend based on net income (or some version of consolidated income)
- They are declared and directed by the Board provided a set of negative criteria are avoided
- They are “in favour” of the shareholder: That is, they are worded in such a way that the default is declaration and payment, unless the payment would satisfy one of the negative criteria

The dividend policy adopted by the GSU Board does not contain a formula for calculation, it uses a basis of “normalized comprehensive income”, it indicates that the Board “may” approve a dividend and therefore is not in favour of the shareholder. Further, it contains a provision that only a majority of independent directors approve any dividend. Currently, there are two independent directors, both would have to agree to the declaration and payment of a dividend.

Conclusion of the Analysis section

Most local distribution companies have a dividend policy. Generally, across the Province,

- they pay a percentage amount from 25 – 60%,
- this amount is calculated on net income in line with a set of criteria outlining the circumstances which would give rise to the Board electing not to declare a dividend and,
- are “in favour” of the Shareholder (meaning the policy default is that Board will decide to declare and pay the dividend unless the criteria can be met and reasons for not declaring a dividend are clear to the shareholder).

As above, one of the key interests of the GSU Board is to protect against the potential that the total cash paid to the shareholder impacts distribution rates. The impact of increasing the total amount of cash contributed to the City from GSU in terms of rates is unknown at present. In any event, the distribution rate is a relatively small component of the overall bill paid by consumers, at present, with all of the fixed charges on residential and commercial electrical utility bills, it accounts for less than twenty (20%) of the overall electricity bill. GSU is a corporation under OBCA rules with profitable subsidiaries, it is not a not-for-profit corporation and it has demonstrated financial strength.

GSHI has been able to keep distribution rates low. This is a notable accomplishment and should be credited to them as a sign of efficient operations and a creative mix of energy product offerings that are providing services as well as beneficial rates to their customer base. It is noteworthy however, that several municipalities with similarly low distribution rates are paying dividends and or contributing more total cash to their respective municipal shareholders.

Staff recommend the dividend policy attached to the recommended revised shareholder declaration as Schedule A.

Recommendation

That the General Manager of Corporate Services be directed to present a by-law adopting the revised shareholder declaration in Appendix A.

And that the General Manager of Corporate Services work with the CEO of Greater Sudbury Utilities to establish a schedule for the declaration and payment of a dividend in accordance with Schedule A which results in payments commencing in 2020.

References

Report of the Ontario Energy Board: Best Practices regarding Governance of OEB Rate-Regulated Utilities <https://www.oeb.ca/sites/default/files/report-of-the-board-corporate-governance-20181220.pdf>

https://www.osc.gov.on.ca/documents/en/Securities-Category5/rule_20050617_58-201_corp-gov-guidelines.pdf

https://www.oeb.ca/oeb/Documents/EB-2014-0255/KPMG_Report_Corporate_Governance_20150429.pdf

Current Shareholder Declaration

Dividend Policy Adopted by GSU Board on May 27th, 2019

Shareholder Declaration tabled by GSU Board at June 4th, 2019 GSU Annual General Meeting

**CITY OF GREATER SUDBURY
SHAREHOLDER DECLARATION
FOR
GREATER SUDBURY UTILITIES INC.**

1. Definitions and Purpose

1.1 Definitions - In this Shareholder Declaration, defined terms have the meanings set out in Appendix “A” attached hereto.

1.2 Purpose - This Shareholder Declaration outlines the expectations of the Shareholder relating to the principles of governance and other fundamental principles and policies of the Corporation and in some cases, the Subsidiaries. Except as provided in Sections 6 and 9, this Shareholder Declaration is not intended to constitute a unanimous shareholder declaration under the OBCA or to formally restrict the exercise of the powers of the Board or the board of directors of any Subsidiary.

2. Permitted Business Activities

2.1 Subject to the restrictions in Section 9, the Corporation and the Subsidiaries may engage in the business activities which are permitted by any law applicable to the Corporation and the Subsidiaries from time to time, including the Act and as the board of directors of the Subsidiaries may authorize including, without limitation, the business activities referred to in Subsection 2.2. In so doing, the Corporation and its Subsidiaries shall conform to all requirements of the OEB, the IMO and all other applicable regulatory or governmental authorities.

2.2 As at the date hereof, the Corporation or one or more Subsidiaries may engage in any one of the following business activities and such other business activities

as may be permitted by law and authorized by the Board or board of directors of any Subsidiary, as applicable, from time to time.

- (a) transmitting or distributing electricity;
- (b) owning and/or operating an electricity generation facility;
- (c) retailing electricity;
- (d) distributing or retailing gas or any other energy products which is carried through pipes or wires to the user;
- (e) business activities that enhance or develop the ability of the Corporation to carry any of the activities described in paragraphs (a), (c) or (d) above;
- (f) business activities the principal purpose of which is to use more effectively the assets of the Corporation or any Subsidiary, as applicable, including providing meter installing and reading services, and providing billing services and business activities in the utilities and telecommunications area;
- (g) renting, selling or maintaining equipment and appliances, including without limitation, hot water heaters;
- (h) managing or operating, on behalf of the Shareholder, the provision of a public utility or sewage services; and
- (i) providing services related to improving energy efficiency.

3. Standards of Governance

- 3.1 As required by the OBCA, the Board and the board of directors of any Subsidiary shall supervise the management of the business and affairs of the Corporation and any Subsidiary respectively, and in so doing, shall act honestly and in good

faith with a view to the best interests of the Corporation or the Subsidiary respectively and shall exercise the same degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances. In addition, the Shareholder expects the Board and the boards of directors of the Subsidiaries to observe substantially the same standards of corporate governance as may be established from time to time by the Toronto Stock Exchange, or any other applicable regulatory or governmental authority in Canada for publicly traded corporations with such modifications as may be necessary to reflect the fact that the Corporation and each Subsidiary is not a publicly traded corporation.

4. Board of Directors

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

- (a) (i) The Board of the Corporation (the “GSUI”), and the boards of the Subsidiaries, Greater Sudbury Hydro Plus Inc., Agilis Networks, 1700211 Ontario Inc. and 1627596 Ontario Inc., shall be comprised of five individuals which shall include the Mayor (or another serving member of Council designated by the Mayor), two other members of Council appointed by Council, and two individuals (“Private

Directors”) who are not City employees or members of Council, appointed by Council.

- (ii) The Board of Greater Sudbury Hydro Inc. shall be comprised of five individuals which shall include the Mayor (or another serving member of Council designated by the Mayor), two other members of Council, and two individuals (“Private Directors”) who are not City employees or members of Council, appointed by Council, and who shall be different from the Private Directors appointed under clause (i) above.

- (b) All Directors shall remain on the Board(s) until their successors are appointed. This provision shall include the Mayor (or designate) and municipal councilors, even if their terms on City Council have terminated.
- (c) The individuals appointed by Council whose term have already expired shall have their terms hereby extended until such time as their successors are appointed by Council. The individuals appointed by Council whose terms have not expired shall continue until expiry and replacement by their successors.

4.2 Qualification of Directors - In addition to sound judgment and personal integrity, the qualifications of candidates for the Board or the board of directors of any Subsidiary may include:

- (a) awareness of public policy issues related to the Corporation or a Subsidiary, as applicable;
- (b) business expertise (including retail experience);

- (c) experience on boards of commercial corporations;
- (d) financial, legal, engineering, accounting and/or marketing experience;
- (e) regulated industry knowledge including, but not limited to, knowledge of municipal electric utilities; and
- (f) knowledge and experience with risk management strategy.

4.3 Residency - Preference may be given to qualified candidates for the Board who are residents of the City of Sudbury or of the Municipality of West Nipissing, however, non-residents shall not be excluded from serving as Board members.

4.4 Chair and Vice-Chair Position - The Board may elect its own Chair and Vice-Chair.

4.5 Board Committees - The Board may establish committees of the Board in the Board's discretion. The Shareholder anticipates that the Board may establish the following committees:

- (a) An Audit and Finance Committee to review financial results.
- (b) A Governance Committee to determine senior management compensation; and
- (c) A Co-ordination Committee made up of members of the Board and members of Council to develop a policy regarding the coordination of activities between the Corporation, its Subsidiaries and the City, and on-going collaboration between the management of the Corporation and the City with respect to the delivery of services and activities in the community and capital programs;

(d) The Board shall establish a Nominating Committee consisting solely of the municipal councillors appointed by Council to the Board and the Mayor (or Mayor's designate appointed to the Board), to identify, evaluate and recommend potential Private Director Board candidates to the Shareholder.

4.6 Role of Nominating Committee - The Shareholder shall consider candidates for the Board and the boards of directors of the Subsidiaries nominated by the nominating committee of the Board (the "Nominating Committee"). It is expected that the Nominating Committee will develop a process which takes into account the qualifications listed in Section 4.2 of this Shareholder Declaration in order to identify and evaluate potential candidates for the Board and candidates for the boards of directors of the Subsidiaries in order to recommend a slate of qualified candidates to the Shareholder.

4.7 Appointment of Directors - In selecting the directors to be appointed to the Board and boards of directors of the Subsidiaries, the Shareholder shall take into account the qualifications listed in Section 4.2 of this Shareholder Declaration and the list of candidates proposed by the Nominating Committee.

4.8 Directors' Compensation - The compensation of the Board and of the boards of directors of the Subsidiaries shall be approved by the Shareholder. Directors compensation will initially be set as follows:

(a) all directors of the Corporation or a subsidiary shall receive \$4,000 per annum except the Mayor, but including the Mayor's designate for long-term replacement;

- (b) any director of the Corporation who is also serving as the Chair of the Corporation or a subsidiary shall receive the additional sum of \$2,000 per annum, for a total compensation of \$6,000 per annum;
- (c) if a director or chair of the Corporation is also a director or chair of one or more Subsidiaries, such director shall not receive any additional compensation for his or her role as director or chair of a Subsidiary except that any director who serves as the Chair of a Subsidiary or the Corporation shall be entitled to receive the additional sum referred to in paragraph 4.8 (b) to a maximum of one \$2,000 payment.
- (d) all directors of GSUI shall also receive a \$200 per diem for attendance at Committee meetings, out-of-town travel, and all other hours spent on utility business (excluding Board meetings), on the basis of a minimum of four hours spent on utility business.

The Shareholder may review the compensation of the Board and of the boards of the Subsidiaries at any time in order to ensure that the level of compensation is appropriate and sufficient to attract directors with necessary qualifications.

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

5. Financial Policies, Risk Management and Strategic Plan

5.1 Policies Requiring Shareholder Approval - The Board shall establish policies in respect of the following matters and present such policies to the Shareholder for its approval:

- (a) Capital Structure - develop and maintain a prudent financial and capitalization structure for the Corporation and its Subsidiaries consistent with industry norms and sound financial principles and established on the basis that the Corporation and its Subsidiaries are intended to be self-financing entities;
- (b) Returns - enhance Shareholder value by generating a reasonable return consistent with a prudent financial and capitalization structure and maintaining just and reasonable rates;
- (c) Dividends - establish a policy relating to the dividend to be received by the Corporation from the Subsidiaries, consistent with a prudent financial and capitalization structure;
- (d) Dividends from Corporation to Shareholder – establish a policy relating to the dividend to be received by the Shareholder from the Corporation, consistent with a prudent financial and capitalization structure, generally in the form attached hereto this Shareholder Declaration as Schedule “B”;
and
- (e) Coordination Policy - Develop a policy regarding the coordination of activities between the Corporation, its Subsidiaries and the City and on-going collaboration between the management of the Corporation and

the City with respect to the delivery of services, including administrative services, and activities in the community and capital programs.

5.2 Records Policy - The Board shall provide to the Shareholder any and all records of the Corporation or the Subsidiaries within ten (10) business days of the Shareholder's written request.

5.3 Policies Not Requiring Shareholder Approval - The Shareholder expects that the Board will establish policies in respect of the following matters and present such policies to the Shareholder for information purposes only. The Board need not obtain the Shareholder's approval in order to implement these policies:

- (a) Distribution Rates - ensure the establishment of just and reasonable rates for the regulated distribution business of the Corporation, or any of its Subsidiaries;
- (b) Risk Management - manage all risks related to the business conducted by the Corporation and its Subsidiaries, through the adoption of appropriate risk management strategies and internal controls consistent with industry norms;
- (c) Strategic Plan - develop a long range strategic plan for the Corporation and its Subsidiaries which is consistent with the maintenance of a viable, competitive business and preserves the value of the business for the Shareholder;
- (d) Environmental Policy - develop a long range environmental policy which provides that the Corporation and its Subsidiaries operate in a safe and environmentally responsible manner; and

- (e) Employment Policy -develop an employment policy that ensures compensation, benefits and working condition which are substantially consistent with the workforce of the City of Greater Sudbury.

5.4 Telecommunication Business Development

The Shareholder considers it to be in the interests of the City that a competitive telecommunications service be fostered by the Corporation and its Subsidiaries to service the local community. The Shareholder, therefore, expects that the Board shall develop a policy to foster business development and economic growth in the local telecommunications sector through the development of new competitive telecommunications services, facilities and locating new technology based businesses in the local community.

6. Decisions of the Shareholder and Shareholder Representative

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

7. Meetings and Annual Resolution

- 7.1 The Shareholder shall receive notification of all meetings of the Board of Directors of the Corporation and any Subsidiary and a copy of the agenda for the meeting.
- 7.2 Within six months after the end of each fiscal year of the Corporation:
- (a) Annual Report to Meeting of Council - the Board shall report to a meeting of Council and the President and CEO of the Corporation shall attend such meeting and provide such information concerning the Corporation and its Subsidiaries as is appropriate.
 - (b) Annual Resolutions:
 - (i) the Shareholder shall consider candidates for the Board as proposed by the Nominating Committee and the appointment of the auditors of the Corporation and receive the audited financial statements of the Corporation for the last completed fiscal year; and
 - (ii) the Shareholder, by resolution in writing signed by the Shareholder Representative in accordance with Section 6, shall appoint the necessary members of the Board and appoint the auditors for the Corporation and complete such other business as would normally be completed at an annual meeting of shareholder under the OBCA.

8. Reporting on Major Developments

The Board shall from time to time report to Council on major business developments or materially significant or adverse results as the Board, in its discretion, considers appropriate and such reports may be received and considered by the Shareholder at an open or in camera meeting of Council.

9. Matters Requiring Shareholder Approval

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

Statutory Approval Right

- (a) change the name of the Corporation or a Subsidiary; add, change or remove any restriction on the business of the Corporation or a Subsidiary; create new classes of shares; or in any other manner amend its articles of incorporation or make, amend or repeal any by-law;
- (b) amalgamate with any other corporation(s), other than amalgamations that may, under the OBCA, be approved by a resolution of directors;
- (c) take or institute proceedings for any winding up, arrangement, or dissolution of the Corporation or a Subsidiary;
- (d) apply to continue as a corporation under the laws of another jurisdiction;

Additional Approval Rights

- (e) issue, or enter into any agreement to issue, any shares of any class, or any securities convertible into any shares of any class, of the Corporation or a Subsidiary;

- (f) redeem or purchase any outstanding shares of the Corporation or a Subsidiary;
- (g) take on or assume any financial obligation which would increase the Debt/equity ratio of the Corporate and its Subsidiaries on a consolidated basis above the ratio of 60:40;
- (h) sell assets of the Corporation or of a Subsidiary or purchase assets with an aggregate value in excess of 15% of the Consolidated Book Value of all assets of the Corporation and its Subsidiaries;
- (i) materially alter the nature of or geographic extent of the business of the Corporation or any of its Subsidiaries in a manner which would have a financial impact equal to or greater than 15% of the Consolidated Book Value of all assets of the Corporation and its Subsidiaries; or
- (j) enter into a joint venture, partnership, strategic alliance or other venture, including ventures in respect of the generation or co-generation of electricity which would require an investment or which would have a financial impact, equal to or greater than 15% of the Consolidated Book Value of all assets of the Corporation and its Subsidiaries.

10. Revisions to this Declaration

The Shareholder acknowledges that this Shareholder Declaration may be revised from time to time as circumstances may require and that the Shareholder will consult with the Board prior to completing any revision and will promptly provide the Board with copies of such revision.

11. Replacement

This Shareholder Declaration replaces all earlier versions of the Shareholder Declaration for the Corporation.

DATED at Sudbury, Ontario the ____ day of June, 2019

CITY OF GREATER SUDBURY

Per:

Brian Bigger – Mayor

Eric Labelle- Clerk

Appendix “A” to Shareholder Declaration
GREATER SUDBURY UTILITIES INC.
DEFINITIONS AND INTERPRETATIONS

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

“Act” means the *Energy Competition Act, 1998* (Ontario);

“Board” means the board of directors of the Corporation;

“Chair” means the chair of the Board;

“City” means the City of Greater Sudbury;

“City Clerk” means the Clerk of the City of Greater Sudbury;

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

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

“Council” means the City Council of the City of Greater Sudbury;

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

“IMO” means the Independent Electricity Market Operator;

“Mayor” means the Mayor of the City of Greater Sudbury;

“Mayor’s Designate” shall have the meaning set out in Section 4 of this Shareholder Declaration;

“Nominating Committee” means a committee of the Board for the purpose set out in Subsection 4.6;

“OBCA” means the *Business Corporations Act (Ontario)*;

“OEB” means the Ontario Energy Board;

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

“Private Directors” shall have the meaning set out in Section 4 of this Shareholder Declaration;

“Shareholder” means the City of Greater Sudbury;

“Shareholder Declaration” means this shareholder declaration;

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

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

“Vice-Chair” means the vice-chair of the Board.

Appendix “B” to Shareholder Declaration

GREATER SUDBURY UTILITIES INC.

DIVIDEND POLICY

Background

Greater Sudbury Utilities Inc./Services Publics du Grand Sudbury Inc. is an investment holding company with its wholly owned subsidiaries involved in the distribution of electricity, provision of broadband telecommunications services and competitive rental & customer support services. Greater Sudbury Utilities Inc. is wholly owned by the City of Greater Sudbury.

Greater Sudbury Utilities Inc. recognizes that the Shareholder should realize economic value from its investment through investment returns that yield dividends and capital appreciation.

Dividend Policy

In addition to special dividends referred to below, the shareholder is eligible to receive annual, non-cumulative dividends with a target Dividend Payment Rate (DPR) of 35% of the Corporation's consolidated income for the year after net movements and regulatory balances - net of tax (net income) under Modified International Financial Reporting Standards. The Corporation will declare and pay regular dividends subject to the Conditions Precedent to the Payment of Dividends set out below.

Conditions Precedent to the Payment of Dividends

Dividends will be paid to the extent that such payment would not otherwise cause:

- a) Non-compliance with applicable laws;
- b) A breach of contract or the immediate or anticipated failure to otherwise meet the terms of financing arrangements;
- c) A material impairment in the operations and maintenance of the assets of the corporation;
- d) A material impairment in financial prudence including capital investment in energy infrastructure by Greater Sudbury Utilities Inc. (and its subsidiaries) to sustain reliability and an appropriate level of reserves;
- e) A material impairment in the ability to service the debt of Greater Sudbury Utilities Inc. and its subsidiaries.

Payment of Dividends

Regular Dividends

Each year, at its meeting to approve the annual budget for the next financial year, the Board of Directors of Greater Sudbury Utilities Inc. will forecast the annual dividend by applying the DPR to budgeted net income for the next financial year. The dividend will, subject to meeting the conditions precedent for the payment of dividends, be targeted at 35% of net income, declared and paid on or before June 30th (shortly following the approval of the annual financial statements of the preceding year).

Reporting to Shareholder

In the event that the Board of Directors of Greater Sudbury Utilities Inc. does not approve a payment of a regular dividend, the Board will promptly report the circumstances underlying the non-payment to the Shareholder and, thereafter, provide progress reports on a quarterly basis until such time as the payment of regular dividends resumes. Greater Sudbury Utilities is to provide *pro forma* income, cashflow and debt/equity forecasts to support the reasoning for the non-payment of a dividend.

Review of Dividend Policy

The Dividend Policy is to be reviewed every four years with recommendations for improvement from the Board.

Special Dividend

1. Periodic payments to maintain the approved capital structure of the Corporation of a 60 / 40 debt to equity split. Should the approved financial statements in any given year indicate a ratio of less than 60 / 40 debt to equity on a consolidated basis a special dividend equaled to the difference in equity that would return the ratio to at least 60/40 would be automatically declared and paid to the shareholder on or before September 1st.
2. The Board may declare and pay a special dividend to the shareholder at any time acting in its discretion.

Appendix B

The following calculations and comments are based on GSU financial statements for the year ending December 31, 2018.

1. Net Income

The consolidated GSU financial statements include a statement of income and comprehensive income. This includes “income for the year after net movements in regulatory balances – net of tax” Below are the results for the last three years.

GSU (consolidated)	2018	2017	2016	2015
Income for the year after net movements in regulatory balances - net of tax	3,706,741	2,739,732	5,030,158	1,306,282

Note the total comprehensive income was not utilized as this includes fluctuations for future benefit obligations and should be excluded as they are actuarial adjustments and not reflective of the operational income/losses.

2. Debt to Equity

The debt to equity ratio measures a company's financial leverage; it indicates how much debt a company is using to finance its assets relative to the value of shareholders' equity. A high debt to equity ratio generally means that a company has been aggressive in financing its growth with debt. Aggressive leveraging practices are often associated with high levels of risk. In GSU's case, a majority of its debt is owed to CGS, which reduces the normal risk for shareholders with a debt to equity ratio above 2:1.

The debt to equity ratio is calculated by taking total liabilities and dividing it by the shareholders' equity.

GSU (consolidated)	2018	%	2017	%	2016	%	2015	%
Total Debt	94,666,179	67%	96,998,772	70%	99,078,978	71%	106,171,624	78%
Total Equity	47,043,069	33%	42,143,739	30%	40,494,888	29%	30,371,787	22%
Debt to equity ratio	2.01		2.30		2.45		3.50	

3. Cash and Cash Equivalents

Cash and cash equivalents measure a company's liquid assets on hand at the end of a given period and indicate to what extent they have free cash available for operating, investing or financing activities. This number fluctuates greatly at least in part due to financing choices to spend available cash on investments in long term assets.

GSU (consolidated)	2018	2017	2016	2015
Cash and cash equivalents	-1,697,005	2,952,672	459,863	3,875,796

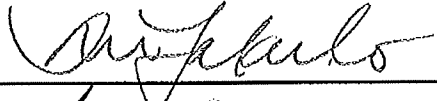

4. Current Ratio

The Current Ratio is calculated to provide an idea of a company's ability to pay back its liabilities. A healthy Current Ratio is greater than one, the higher the ratio the more capable the company is to repay their debt.

GSU (consolidated)	2018	2017	2016	2015
Current Assets	24,420,202	26,439,074	31,886,750	34,139,810
Current Liabilities	13,173,559	15,254,438	19,695,178	21,393,035
Current Ratio	1.85	1.73	1.62	1.60

City Council Resolutions



Moved By 
Seconded By 

No. CC2018- 304

Date Tuesday, December 11, 2018

WHEREAS Schedule "A" of By-law 2008-137 adopts the City of Greater Sudbury Shareholder Declaration for Greater Sudbury Utilities Inc. (the "Shareholder Declaration"), which includes an expectation for a Dividend Policy to be presented to the Shareholder for approval;

AND WHEREAS upon the initial incorporation of Greater Sudbury Utilities Inc. the City expected the payment of an annual dividend starting in 2004;


AND WHEREAS the Auditor General, in the report entitled "Governance Audit of Greater Sudbury Utilities Inc. and Greater Sudbury Hydro Inc.", presented at the Audit Committee meeting on November 5, 2018 noted that a Dividend Policy remains outstanding and recommended that a Dividend Policy be formalized for the Shareholder's review and approval and further recommended that the Shareholder Declaration be reviewed and updated as appropriate;

THEREFORE BE IT RESOLVED THAT the Treasurer request from the Greater Sudbury Utilities Inc. such documentation as deemed necessary in his sole discretion, including but not limited to unconsolidated financial statements for the Greater Sudbury Utilities Inc.'s corporations and subsidiaries as well as any business plans and/or operational reviews related to the past five (5) years;

AND BE IT FURTHER RESOLVED THAT the General Manager, Corporate Services make such revisions to the Shareholder Declaration as deemed appropriate to the Shareholder in its sole discretion, including but not limited to requiring the Greater Sudbury Utilities Inc. to provide to the Shareholder on an annual basis unconsolidated financial statements, business plans, operational reviews, and dividends;

AND BE IT FURTHER RESOLVED THAT the revised Shareholder Declaration, including a Dividend Policy, shall be presented to Council no later than June 2019;

CARRIED
Tuesday, December 11, 2018


Mayor Bigger, Chair

Presented To:	City Council
Presented:	Tuesday, Jun 25, 2019
Report Date	Monday, Jun 10, 2019
Type:	Managers' Reports

Request for Decision

Kivi Park Update

Resolution

THAT the City of Greater Sudbury approves support to the operations of Kivi Park as outlined in the report titled “Kivi Park Update” from the Interim General Manager of Community Development, presented at the City Council meeting on June 25, 2019.

Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council’s Strategic Plan in the area of Quality of Life and Place as it aligns with the Population Health Priorities of Compassionate City, Families and Play Opportunities. By supporting Kivi Park operations, the City will ensure that the park can be a sustainable operation and provide leisure and recreation opportunities for residents.

Report Summary

This report provides an update regarding Kivi Park operations. The report details the recent announcement by Kivi Park representatives about future user fees. The report provides an overview of operating costs, responsibilities and considerations relating to the operations of Kivi Park. The report recommends City financial support to Kivi Park operations.

Financial Implications

A business case will be prepared as part of the 2020 budget process for the City to provide a grant equivalent to the property tax liability associated with privately owned lands of Kivi Park. The approximate annual property taxes for privately owned Kivi Park lands are \$13,862.

The \$25,000 received annually as part of the Purchase of Service Agreement for the Sports Equipment Rental Operation will be issued to the Clifford and Lily Fielding Charitable Foundation in the form of an annual community grant.

Signed By

Report Prepared By

Jeff Pafford
Director of Leisure Services
Digitally Signed Jun 10, 19

Division Review

Jeff Pafford
Director of Leisure Services
Digitally Signed Jun 10, 19

Financial Implications

Jim Lister
Manager of Financial Planning and
Budgeting
Digitally Signed Jun 10, 19

Recommended by the Department

Ian Wood
Interim General Manager of Community
Development
Digitally Signed Jun 10, 19

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jun 12, 19

Executive Summary

Kivi Park is a unique facility with both municipal parkland and private recreational land in the same location. Kivi Park has been made possible through the contributions of the Clifford and Lily Fielding Charitable Foundation (Foundation), with over \$3 million invested in the capital investments and operating costs of the park since its inception. The costs associated with maintaining a park the size and scope of Kivi are significant (approximately \$200,000 annually) and park organizers have identified the need to have a more sustainable operating model which would include user fees.

The report provides an overview of operating costs, responsibilities and considerations relating to the operations of Kivi Park, recommending further municipal support to offset costs associated with park operations.

Background

In the fall of 2015 the City of Greater Sudbury purchased the former Long Lake Public School and approximately seven acres of property immediately adjacent to the municipally owned park formerly known as Long Lake Playground. The total purchase price of the property was \$265,000, which was achieved through a donation of \$245,000 from the Foundation and \$20,000 from the City of Greater Sudbury. Council approved a report dated September 15, 2015 authorizing the demolition of the school buildings. City Council also approved the renaming of the former Long Lake Public School and Long Lake Playground to Kivi Park.

City Council moved forward with the purchase with the understanding that the Foundation wanted to invest in park area improvements at the former Long Lake Playground site. Improvements made by the Foundation on City property have included restoration of the soccer and baseball fields, upgrades to the field house, installation of a basketball court, parking lot improvements and improvements to the outdoor rink.

The Foundation has purchased and acquired approximately 450 acres of property adjacent to the City owned lands and has developed a trail network maintained by the Foundation. Necessary support facilities for warming, changing and equipment storage have been placed on City property at the expense of the Foundation. The City has entered into a Right of Occupation Agreement with the Foundation to enable the building to be placed on City property and for use of the City parking lot.

Total investment in Kivi Park by the Foundation to date is in excess of \$3 million.

Analysis

To date, Kivi Park has maintained and operated the trail network through the assistance of volunteers and facilities have been open to the public at no charge. Recently, Kivi Park has announced that it would be exploring user fees to access facilities to offset operating costs. The following provides an overview of operating costs, responsibilities and considerations relating to the operations of Kivi Park.

City of Greater Sudbury Costs and Operating Responsibilities

As part of the 2018 budget process, annual operating costs to support Kivi Park operations in the amount of \$38,500 were approved. The costs are associated with the additional maintenance required for park features on City property as well as additional maintenance associated with maintaining the newly developed parking lot, general site maintenance and waste collection.

The City is responsible for the operation and maintenance of the outdoor rink, sport fields, field house (in coordination with the Neighbourhood Association), parking lots and basketball court, all of which are on City property.

Purchase of Service Agreement – Sports Equipment Rental Operation

In response to inquiries to have rental equipment and services on site, the City issued a Request for Proposal for a Sports Equipment Rental Operation at Kivi Park (Contract CDD17-287). As the operator would be using City property, it was necessary for the City to issue a public procurement. The Contract was awarded to 1789562 Ontario Limited (COB Adventure 365). The City receives \$25,000 annually for the right to operate. As per the original RFP, revenue received was to be a contribution to a Kivi Park reserve fund for future improvements. The initial term of the agreement was for one year (February 1st, 2018 through January 31st, 2019). The City has the right to extend for four additional one-year periods, which would take the full contract to January 31st, 2023. The City has exercised its right to extend for the period February 1st, 2019 through January 31st, 2020.

Foundation Costs Associated with Kivi Park Operations

The Foundation has stated that operating costs relating to operating and maintaining Kivi Park are \$200,000 annually. These costs are associated with the costs to maintain the trail network and the newly created skate trail. Costs also include property taxes (\$13,862 annually), insurance costs (\$28,000 annually) and costs associated with providing portable washrooms (\$10,000 annually).

Maintenance costs have been minimized through the dedication of volunteers and sponsor and donor support. In order to keep the operation of Kivi Park sustainable, the introduction of user fees has been deemed necessary.

Proposed Kivi Park Fees

Recently, Kivi Park representatives have indicated that a user fee structure would be introduced in 2019. The fee structure would include a membership based annual pass as well as daily fees to access facilities. Fees will be structured similarly to other local facilities who offer similar activities. In recent media reports, Kivi Park representatives have indicated that access to the facilities will remain free until there is an official announcement about the fee structure.

Affordable Access to Recreation Considerations

As per the City's Affordable Access to Recreation Strategy, community organizations leasing City space to provide recreation and leisure activities are encouraged to provide affordable access to programs. The Foundation has recognized the importance of providing affordable access to recreation and has announced that they will establish an endowment fund for those individuals who cannot afford to pay user fees. The process will ensure for privacy and will not stigmatize any individual who requires assistance.

Playground Equipment

The playground equipment which was at the former Long Lake Playground was identified for replacement as it was approaching the end of its life cycle. The structure was removed to accommodate the new basketball court installed by the Foundation. New equipment was purchased and installed by the Foundation and is located on Foundation property. Media reports have indicated that user fees may apply to access to playground equipment. The City's position is that a user fee to access playground equipment is not consistent with the spirit of the City's Population Health priority of 'Play' and universal access to play opportunities. Staff will ensure that free access to this part of the park infrastructure remains part of any future agreement.

Parking Facilities

Recent media reports have also indicated parking charges may apply at Kivi Park as part of a future fee structure. There are two parking areas on City owned property. The Foundation has also created parking areas on their land. Currently, the Foundation has rights to utilize City parking lots through a Right of Occupation Agreement. The City maintains parking facilities through approved operating budgets. Staff will work to ensure that reasonable parking space is available without charge for those people using City owned facilities such as the outdoor rink, field house and sport fields, as well as the playground equipment.

Other Similar Operating Models

There are similar operating models to Kivi Park that exist where there are agreements for groups to use City property to provide recreation facilities and activities. In a 2017 report to Community Services Committee titled "Cross Country Ski Clubs", it was noted that the Capreol Cross Country Ski Club and Walden Cross Country Fitness Clubs both utilize municipal property through legal agreements. Both organizations have a membership (user fee) based model to offset costs associated with maintaining their respective network of trails.

Recommendations and Next Steps

Kivi Park has developed into a premier destination for sport, outdoor activity and adventure. Kivi Park has been home to numerous charitable community events and has been identified as Ontario's first training centre for Para-Nordic athletes.

The Foundation has invested tremendously in the capital improvements and operations of the park over the past three years of development. At over 300 acres, Kivi Park is the community's largest park, 23 times larger than Bell Park.

In an effort to support the Foundation, additional municipal support is recommended as follows:

- That the City direct the \$25,000 received through the Purchase of Service Agreement with the sporting equipment operator in the form of an annual community grant. The proposed annual community grant will continue to be issued annually during the term of the Purchase of Service Agreement.
- That a business case be prepared for consideration as part of the 2020 budget process for the City provide a grant equivalent to the property tax liability associated with privately owned lands of Kivi Park. The approximate annual property taxes for privately owned Kivi Park lands are \$13,862 (based on 2018).
- That the costs associated with the maintenance and inspection of the new playground equipment be covered by the City. The estimated annual cost of \$8,000 would be covered through the operating budget established as part of the 2018 budget process.
- That costs associated with portable toilet units located on City property be covered by the City. The estimated annual cost is \$4,500 and would be covered through existing operating budgets.

The rationale for supporting Kivi Park operations are to continue to ensure it remains a sustainable facility, to ensure that fees for access to play are not required and to aid the Foundation in keeping user fees affordable.

The introduction of user fees for certain Kivi Park activities is a reasonable approach to offsetting the significant costs, over \$200,000 annually, associated with maintaining the park. This is consistent with the operations of similar cross-country ski organizations on City property. Ultimately, the Foundation, like other similar organizations, determines any fees required to support operations.

The City will continue to work with the Foundation as the operating model for Kivi Park evolves.

Resources Cited

Cross Country Ski Clubs, Community Services Committee (May 15, 2017)

<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1202&itemid=12822&lang=en>

Kivi Park Development Update, City Council (February 28, 2017)

<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1122&itemid=12575&lang=en>

Naming of Former Long Lake Public School, City Council (October 20, 2015)

<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=822&itemid=10537&lang=en>

Demolition, Remediation and rehabilitation of 4420 Long Lake Road, Sudbury, City Council (September 15, 2015)

<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=820&itemid=10334&lang=en>

Request for Decision

Council Strategic Plan Final Report

Presented To:	City Council
Presented:	Tuesday, Jun 25, 2019
Report Date	Wednesday, Jun 12, 2019
Type:	Managers' Reports

Resolution

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.

Relationship to the Strategic Plan / Health Impact Assessment

Report Summary

This report provides a final draft of the 2019-2027 Strategic Plan for Council's review as well as a report summarizing the actions taken since the first draft of the Plan was developed.

Financial Implications

There are no direct financial implications as a result of this report. Future initiatives under the Strategic Plan will be brought forward during budget deliberations as required and appropriate.

Signed By

Report Prepared By

Ed Archer
Chief Administrative Officer
Digitally Signed Jun 12, 19

Financial Implications

Jim Lister
Manager of Financial Planning and
Budgeting
Digitally Signed Jun 12, 19

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jun 12, 19

2019–2027 City of Greater Sudbury Strategic Plan

Purpose

The purpose of this report is to recommend approval of the 2019–2027 Strategic Plan.

Background

Preparations for developing a new strategic plan started in the third quarter of 2018. In a report presented to Council at its August 14, 2018 meeting, staff described the process that would be used to create a strategic plan that covered a longer time horizon compared to previous strategic plans. It also described the process schedule, noting that councilors expressed interest in starting the strategic plan development process prior to the annual budget development process and finishing the work no later than the end of the second quarter.

Staff provided background information in November that offered context for the development of a longer term strategy and noted that a number of inputs to support strategic planning already exist. For example, in 2018 staff organized and completed a world café on population health, developed master plans and related service delivery strategies, conducted employee, citizen and customer service surveys and updated the corporation's long term financial plan.

In January 2019, Council began its strategic planning process. To date, that process has included:

- A presentation and introduction to strategic planning from Dr. Chris Bart;
- A survey process undertaken by Councillors and the Executive Leadership Team to identify issues and potential strategic themes;
- A public survey to identify issues and potential strategic themes to support Council's workshop discussions;
- A two-day workshop with Council and the Executive Leadership Team to identify priorities;
- An output report for Council's review;
- A first draft Strategic Plan for Council review; and
- Two phases of staff and community input.

The strategic plan presented for Council's approval with this report incorporates feedback received throughout the process as well as staff's judgment on initiatives and projects that support Council's identified priorities.

Finalizing the Strategic Plan

The strategic plan attached to this report (Appendix A) reflects comments received from Councillors, feedback from staff and various stakeholder groups. This section of the report outlines the process that was undertaken to finalize the plan being presented for Council's review.

Council Feedback

In May, members of Council were invited to provide feedback, which was attributed anonymously, to the first draft of the strategic plan. Staff reviewed and responded to all comments. Those comments as well as staff's response to each are reflected in the attached Feedback and Staff Response (Appendix B). Staff incorporated the feedback received from Council wherever possible while considering additional elements such as alignment with existing plans, consistency with previous Council decisions and practical considerations such as resource availability, timing and coordination requirements with other organizations/stakeholders to produce anticipated outcomes.

Employee Input

Employees were engaged as part of the process to finalize the strategic plan. A half-day meeting was held with all supervisory staff at the City, facilitated by Dr. Bart, where employees were asked to review and comment on the vision, mission, values, and strategic priorities identified by Council. Additionally, members of the Executive Leadership Team sought feedback within their respective staff groups. Feedback has been incorporated wherever possible into the plan. All employees were also encouraged to review the strategic plan's first draft and provide comments via our "Over to You" engagement platform.

Public Input

Public input opportunities existed throughout the strategic planning process. In January, via the corporation's "Over to You" engagement portal, residents were invited to comment on potential themes and issues a new strategic plan could address. Feedback received informed material prepared for Council's strategic planning workshop in March.

Following Council's review of its workshop output, staff prepared a first draft of the strategic plan. This was made available to the public for input for two weeks in May. Members of the public were invited to provide feedback on the vision, mission, values, and strategic priorities. There was also an opportunity for participants to share any additional thoughts on the plan. All those who participated in the first phase of engagement earlier in the year were specifically invited to comment on the first draft of the plan.

Approximately 500 people participated over the entire public input process. Feedback was largely supportive of the plan as presented during the second phase of the process. There were few overarching themes, but a number of comments related to the importance of climate change and infrastructure repair and maintenance. Staff made every effort to ensure that feedback received was reflected in the recommended strategic plan.

As discussed with Council, other mechanisms for members of the public to share their thoughts regarding community priorities included:

- Conversations with members of Council during the 2018 municipal election period;
- The 2018 Citizen Satisfaction Survey; and
- The 2019 Budget public input process.

Feedback received during each of these avenues was used throughout the strategic plan process to reflect community input.

Executive Leadership Team Input

The Executive Leadership Team reviewed feedback and made adjustments to the plan to most effectively reflect Council's direction while considering organizational context and other input from staff and the public. Specifically, projects and initiatives already part of staff's workplan for 2019, as well as longer-term projects planned for or approved by Council, have been included wherever possible under the relevant strategic plan priority. Some reorganization of goals and initiatives has been undertaken to ensure clarity.

The Vision

As noted, feedback has been incorporated wherever possible into the attached plan. One area that has not been changed, but which has been the subject of editorial comments, is the proposed vision. Two members of Council requested that the vision be edited to incorporate sentiments that, in their view, reflected a more inclusionary perspective. Similarly, feedback received from both staff and members of the public included comments that suggested changes which, generally, reflected a desire to provide stakeholder groups that may not align directly with the specific sectors noted in the vision statement to nonetheless feel connected to it. A number of suggestions made specific reference to including the term "community."

Given that Council defeated a motion during the March workshops to amend the vision statement, staff believes that any changes should be subject to an amendment motion and a further vote by City Council. Otherwise, the vision statement Council prepared during its workshop will be incorporated into the final, published strategic plan.

Next Steps

Upon Council approval of the strategic plan, a designed document will be developed and circulated to Council, employees, and the public as well as made available on the City's website. Staff will align future departmental workplans, budgets, and business plans with the strategic plan. Regular updates will be brought to Council to report on progress made towards the goals.

Resources

Report to City Council August 14, 2018:

<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=27&id=1245>

Report to City Council dated January 8, 2019:

<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=2&id=1403>

Report to City Council dated February 12, 2019:

<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1304&itemid=16079&lang=en>

Report to City Council dated March 22, 2019:

<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1404&itemid=16491&lang=en>

2019–2027 CITY OF GREATER SUDBURY STRATEGIC PLAN

INTRODUCTION

Greater Sudbury is geographically the largest city in Ontario and the most populous in northern Ontario with over 160,000 residents. For more than 100 years, our economy has been rooted in the mining sector, and while our mining roots continue to be a foundation of our economy, we are no longer simply a mining community.

Our city is home to Health Sciences North, northern Ontario's hub for health care. With our trio of outstanding post-secondary institutions including Laurentian University, Cambrian College and Collège Boréal, Greater Sudbury is the educational capital of northern Ontario. We are home to the third largest French-speaking population in Canada outside of the province of Québec. We are also a leading destination for tourists, both regionally and nationally.

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

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

The City of Greater Sudbury operates approximately 60 lines of business. This strategic plan captures Council's key priorities but it does not reflect all of the City's responsibilities to its citizens and businesses. The plan highlights the changes City Council wants to make, which it believes are fundamentally important for the community's sustainability, economic competitiveness and quality of life.

OUR MISSION:

At the City of Greater Sudbury, we work in partnership with our community to provide global leadership in technological, social and environmental development.

We build and foster a welcoming city that offers outstanding opportunity, wellness and value.

We recognize and appreciate our employees and ensure our staff receive the same level of respect and commitment they are expected to give to the community.

We are focused on fiscal, social and environmental responsibility for current and future generations. With trusted leadership and innovation, we provide resilient, dependable, accessible services and progressive policies that promote sustainable progress.

We work today to fulfill the needs of all those who work, live, visit, invest, and play in our city.

OUR VISION:

To be a world class centre of excellence showcasing our expertise in mining, environmental stewardship, education and healthcare.

OUR VALUES:

1. Innovation

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

2. Integrity

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

3. Respect

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

4. Foresight

We act today in the interests of tomorrow.

5. Trust

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

6. Compassion

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

STRATEGIC OBJECTIVES AND GOALS

1. Asset Management and Service Excellence

Planning for, building and maintaining sustainable infrastructure is critically important. The City owns in excess of \$3 billion worth of infrastructure. Our assets include roads, underground infrastructure like water and wastewater pipes, buildings such as arenas and libraries, fleet vehicles including transit buses and snow plows, and more. Asset management and renewal includes initiatives designed to maximize the City's value from investments in physical infrastructure.

Effective asset management and renewal relies on an organization that demonstrates a willingness to plan, implement, and innovate in accordance with short- and long-term priorities.

2019-2027 City of Greater Sudbury Strategic Plan (Second Draft)

It is part of a complex, comprehensive system of attitudes, policies and processes that reflects a commitment to produce effective results while making the best use of limited resources.

Initiatives that address this priority not only enable reliable service delivery, they also minimize costs for taxpayers in the long term and make our city an attractive, economically competitive place to live and work.

1.1 Optimize Asset Service Life Through the Establishment of Maintenance Plans

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

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

1.4 Reinforce Infrastructure for New Development

1.5 Demonstrate Innovation and Cost-Effective Service Delivery

2. Business Attraction, Development and Retention

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

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

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

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

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

3. Climate Change

Climate change affects our everyday lives, impacting our environmental, social, and economic well-being. Governments at all levels have a role to play in taking positive action to combat climate change. This goal shows the municipality's interest in, and commitment to, providing leadership in the development and promotion of ideas, policies and actions that positively influence global climate conditions, managing its services in ways that demonstrate good stewardship and encouraging action today in the interests of tomorrow.

3.1 Support Ecological Sustainability

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

3.4 Build Climate Resiliency into Existing Programs

4. Economic Capacity and Investment Readiness

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

4.1 Review Key Core Services and Service Levels

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

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

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

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

4.6 Develop Strategies to Support Indigenous Economic Development Partnerships and Opportunities

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

5. Housing

This goal reflects Council's desire for all citizens, especially vulnerable populations, to have access to safe, affordable, attainable and suitable housing options in the City of Greater Sudbury. The City is a direct provider of social housing, funds housing-related programs, facilitates development and a regulates building safety. In each of these areas, strategic initiatives and activities will advance the overall sector and move the City closer to achieving this goal. This includes initiatives that address transportation, accessibility, aging population and quality of place needs. Whether you are a student, a young person starting a career, a family establishing roots, or a senior who wants to enjoy a comfortable lifestyle, we want you to find a place in our city..

5.1 Expand Affordable and Attainable Housing Options

5.2 Revitalize and Improve Existing Housing Stock

5.3 Develop and Promote Solutions to Support Existing Housing Choices

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

6. Create a Healthier Community

Since 2005, the City of Greater Sudbury has pursued goals associated with building a healthy community. This includes efforts that address well-being, environmental sustainability, civic engagement, and social capital. The City must continue to invest in active transportation and sustainable transportation, in our parks and trails, and to encourage and support community gatherings and gathering places. In June 2018, the City of Greater Sudbury facilitated a community-wide effort to create "A Call to Action for Population Health: 2018 – 2028." This effort continues through the newly-established Population Health, Safety and Wellbeing Advisory Panel which will also respond to a provincial mandate to work in partnership with the Greater Sudbury Police Service to establish a community safety plan. This strategic goal reflects the continued desire of Council to effect change within the Greater Sudbury community to improve health, economic and social outcomes for its citizens.

6.1 Advance Population Health Agenda

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

6.3 Strengthen Indigenous Relations Towards Reconciliation

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

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

2019-2027 City of Greater Sudbury Strategic Plan (Second Draft)

STRATEGIC INITIATIVES

1. Asset Management and Service Excellence

1.1 Optimize Asset Service Life Through the Establishment of Maintenance Plans

- A. Continue the evolution of the organization's asset management and benchmarking initiatives to improve service performance, reduce enterprise risk and strengthen business planning
- B. Emphasize how new assets can improve service delivery and costs, and use zones within our large geography to make existing services available while retiring old, costly, uneconomic assets.

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

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

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

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

1.4 Reinforce Infrastructure for New Development

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

1.5 Demonstrate Innovation and Cost-Effective Service Delivery

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

2. Business Attraction, Development and Retention

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

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

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

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

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

- A. Strengthen interdepartmental structures and initiatives such as the Sudbury Planning Application Review Team (SPART) and the Special Events Interdepartmental Team to increase efficiency, facilitate development and create opportunities for "one stop" processing for investors, developers, and other clients such as conference hosts, event organizers and film productions
- B. Continue to implement the Land Information Management System, which will transform the development and building permit approval processes
- C. Support and monitor the effectiveness of the new Development Ambassador pilot program and make recommendations for improvements in 2021
- D. Complete the Development Fee Review Study to define an appropriate fee structure for planning applications
- E. Continue the development of enterprise-wide customer service standards, training, and tools to support enhanced business application practices

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

- A. Continue implementation of The Junction vision
- B. Update and implement the Downtown Master Plan

3. Climate Change

3.1 Support Ecological Sustainability

- A. Ensure appropriate and financially sustainable policies are developed to protect and enhance the natural environment, protect natural heritage resources, and promote safe and respectful use of natural resources
- B. Implement actions to support Council's declaration of a climate change emergency, for example by supporting clean air projects in collaboration with the mining sector

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

- A. Complete and implement Community Energy and Emissions Plan that will provide guidance to reduce greenhouse gas emissions
- B. Prepare a corporate-wide Climate Change Adaptation Strategy that will guide preparations for and dealing with challenges resulting from severe weather-related events, ranging from drought, floods, ice storms and heavy winds

3.4 Build Climate Resiliency into Existing Programs

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

4. Economic Capacity and Investment Readiness

4.1 Review Key Core Services and Service Levels

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

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

- A. Identify increased opportunities for collaboration and cooperative partnerships between both private and public sector
- B. Complete the existing nodes and corridors strategy to ensure that strategic centres and corridors are ready for investment that complements transit and active transportation strategies
- C. Update the Brownfield Strategy and Community Improvement Plan, Downtown Community Improvement Plan, Town Centre Community Improvement Plans and Affordable Housing Community Improvement Plans
- D. Ensure municipal capital project priorities appropriately consider economic impacts and the potential for private development
- E. Encourage immigration in conjunction with Federal and Provincial programs

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

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

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

- A. Achieve project milestones associated with Council's "Large Projects"
- B. Highlight major infrastructure projects
- C. Ensure water/wastewater infrastructure demonstrates high-quality, progressive policies, compliance with all provincial regulations and a sustainable financing plan
- D. Support private, Provincial and Federal programs to improve rural broadband

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

- A. Mobilize public and private resources to address current skills gap and future workforce needs
- B. Develop a talent attraction and retention strategy, to ensure we are basing our actions on data and best practices.

- C. Pilot large-scale entrepreneurship skills development and attraction strategy
- D. Undertake targeted communications strategies in major centres of the province/nation to attract enterprise and workforce

4.6 Develop Strategies to Support Indigenous Economic Development Partnerships and Opportunities

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

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

- A. Encourage migrants from other countries and other parts of Canada to settle here
- B. Tie immigration to talent attraction efforts
- C. Invest in newcomer and multicultural settlement initiatives
- D. Continue to recognize the economic and cultural strength of the local Francophone community and explore partnerships and programs that support its growth
- E. Support the tourism sector and implementation of the Municipal Accommodation Tax to leverage the benefits it will provide for advancing the goals of the Tourism Strategy
- F. Implement strategic marketing campaigns targeted at people who visit Greater Sudbury, as well as people considering settling in the community

5. Housing

5.1 Expand Affordable and Attainable Housing Options

- A. Continue to strengthen local partnerships to address vulnerable populations and advocate for increased provincial and federal support
- B. Develop education and outreach program to promote existing affordable housing policies and programs such as the Affordable Housing Community Improvement Plan, joint tenants in common, and more.
- C. Develop a municipal affordable housing land strategy and a surplus school evaluation strategy.

5.2 Revitalize and Improve Existing Housing Stock

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

5.3 Develop and Promote Solutions to Support Existing Housing Choices

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

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

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

6. Create a Healthier Community

6.1 Advance Population Health Agenda

- A. Support the Population Health, Safety, and Well-being Advisory Panel in its effort to develop a Community Safety and Wellness Plan by January 2021, including facilitating the future work of the panel to act as the focal point for integration of wider population health goals
- B. Deliver City-led goals from Population Health Call to Action 2018-2028, including implementing the Age-Friendly Strategy and ensuring accessibility
- C. Achieve Compassionate City Designation
- D. Encourage volunteerism in our community
- E. Enhance the effectiveness of our community-based response to support people supporting individuals experiencing addictions and mental wellness challenges
- F. Develop community paramedic programs to meet the needs of vulnerable populations and reduce emergency responses and hospital admissions

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

- A. Promote Greater Sudbury as a great northern lifestyle alternative for workers regardless of where the company they work for is located
- B. Celebrate the successes of the municipality and our employees
- C. Undertake a review of the Parks, Open Space and Leisure Master Plan and consider elevating parks and natural areas status by maximizing natural opportunities and outdoor experience development
- D. Maintain the Arts and Culture grant program to support and leverage a thriving cultural sector

6.3 Strengthen Indigenous Relations Towards Reconciliation

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

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

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

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

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



Councillors' Responses

Regarding the Strategic Planning Retreat Output Report

Prepared by

Dr. Chris Bart, FCPA, F.CIoD, C.Dir

Here are the comments from the City of Greater Sudbury Council Members in response to the Consultants' request for feedback regarding the City's Strategic Planning Retreat Output Report.

The responses have been summarized here, in the left column, with a best effort to preserve anonymity.

In the right column are the management responses to each comment.

Councillor Comments (Anonymously attributed)	Management Responses
I have reviewed the report and I am comfortable with everything that has been included in the document. There is nothing further I would add or change.	Thank you.
<p>I am completely comfortable with the overall direction and content of the document you sent.</p> <p>Rationale:</p> <ol style="list-style-type: none"> 1. It is forward looking (though I would really like to find a better word than "foresight"....my thesaurus was of no help.) 2. It is forward action oriented. 3. I think the MVV reflect the majority of council 4. I hope this will be spring board to our efforts to get and stay in front of issues 5. I believe it reflects and challenges us to do what we need to do to tackle our biggest hurdle: lots of infrastructure and geography and too few people to pay for it. 	Thank you, we will certainly take this in to consideration.
I am "considerably" on board with everything in the document except for (one item) – <i>comment deleted to preserve anonymity</i>).	Thank you. Pleased there is only one item of concern.
Overall I am moderately satisfied with the report.	Thank you.
Is this is a computer generated exercise?	No.
The major issues that upset me the most is how you refer in this report as being remote and as a retreat.	Thank you, we will refer to it in future as online exercise and offsite meeting.

Councillor Comments (Anonymously attributed)	Management Responses
I find pages 5-7 to be fine.	Thank you.
There seems to be considerable repetition throughout this document that being said I would like it condensed if possible.	Thank you. The repetition will be reduced where possible. Comment taken in to consideration as we produce next document.
Found that the second day of the session, we could have had more interaction with staff. The first day was really great in that regard, and we all provided input in a valuable way. The second day felt like it lacked an opportunity to include and incorporate the input of staff.	<p>Thank you. We are confident that staff's input was captured in the report.</p> <p>We feel that staff provided all the input that was necessary to allow Council to have final say on the work completed.</p>
Found that the checking boxes alignment exercise (as I previously mentioned), was perhaps not the best use of our time. We spent a few hours checking all of those boxes for alignment. It did not feel like we were doing much beyond a basic litmus test, as with the subjectivity of the perception, and thirteen perspectives, pretty well everything ended up checked. It also could likely have been done much faster with better utilization of technology. Anyways, I just wanted to let you know that I believe something else would have been better use of our very valuable and very limited time together.	<p>Thank you.</p> <p>We're taking your suggestions and thoughts regarding alignment into full consideration as we produce the strategic plan.</p>
I want to voice my concern that so much of the material that we used for the strategic planning process was from the survey, and that we were required to respond to the survey before we had received the results of our community consultation. I did not find there was a great deal of opportunity to introduce information or material outside of what had been originally submitted, and am concerned that it limited the impact of our community consultation on our plan.	<p>Thank you. We felt it was more appropriate to consult the community after consolidating our own thinking and then ask for input.</p> <p>The consultation with Council and community will provide an opportunity for an introduction of new ideas.</p>

Councillor Comments (Anonymously attributed)	Management Responses
<i>Values, Mission, and Vision Concerns</i>	
The lead-in on the Values page should read "City of Greater Sudbury Values:" instead of "The Values of the City of Greater Sudbury are:"	Thank you.
Since Integrity means "the practice of being Honest" Value #3, Honesty, can be removed.	Thank you. However, integrity encompasses more than honesty as it is defined in the value statement.
Respect goes with Compassion, so combine them as "Compassion & Respect" and change the interpretive phrase to read "We care about & respect our residents, employees, visitors and businesses" instead of " We care about our residents, employees and businesses"	Thank you but we feel they are separate and distinct values that need to be communicated separately.
Two councillors state that the Vision should be "A Centre of excellence and opportunity - a well connected vibrant community of communities living together within our beautiful City of Lakes"	Thank you. We will leave it to Council to resolve.

Councillor Comments (Anonymously attributed)	Management Responses
<p>In terms of the vision, I have been sharing the current one with friends (attempting to be objective), and have not had a great deal of positive feedback. Most people find it uninspiring, and unrelated to them. Without that connection, I don't see how this vision will serve or guide us. I have sent a submission to my colleagues for consideration, and I have been working on another alternative with some of their feedback.</p> <p>I believe that we need to have something that speaks to our capabilities as a municipality, and also connects with more people from our community. I hope that we can include some more work on this in the Strategic Planning process and would ask how best could we incorporate any change or opportunity for dialogue into this process going forward?</p>	<p>Thank you. We will leave it to Council to resolve as the strategic planning process proceeds.</p>
Strategic Priority Concerns	
<p>The text describing Strategic Priority #3 be changed to: "mitigate the risks and adapt our activities as a result of climate change." instead of "mitigate the risks introduced by climate change."</p>	<p>Thank you. We will incorporate this change.</p>
<p>Merge Strategic Priority #2 and #4 as they address the same issues. Also #5 and #6 are much the same. Thus two more priorities could be addressed.</p>	<p>Thank you. We will revisit and refine the descriptions of these priorities to make them more distinct.</p>
<p>Simplify the title of Strategic Priority #4 to "Growing Our Economic Capacity"</p>	<p>Thank you. Once we revisit the description, the current title will remain appropriate.</p>

Councillor Comments (Anonymously attributed)	Management Responses
Merge Strategic Priority #2 and #4 since "they are so intertwined."	Thank you. We will revisit and refine the descriptions of these priorities to make them more distinct.
Change the description of Strategic Priority #4 to " Growing our economic capacity recognizes the importance of investing in our infrastructure with an eye to incentivizing growth and attracting an educated workforce/talent. As Northern Ontario's largest city and a hub for education, healthcare and mining/mining supply & services, the municipality must undertake initiatives that enable economic growth. Whether that involves the investment in road or water/waste water capacity or providing public amenities that will attract talent/workforce. Increase our capacity to grow our economy and assessment base."	We believe that with our redefinition of the strategic priority, the current title and definition remains appropriate.
Change the wording in the description of Strategic Priority #5 to "aging population and attainable/affordable housing " from "aging population and quality of place needs".	Thank you. We will make that change.
"I wonder whether #6 of the Strategic Priorities could mention the social determinants of health, as we have a fair bit of control over some of those (links to housing, as well as some of the more at-risk members of our community)."	Thank you. We agree and will change the definition accordingly.
Change the description of Strategic Priority #6 to "Creating a healthier community indicates Greater Sudbury's commitment to further developing the great lifestyle available here and including as many as possible along the way. This includes initiatives that address physical, social and environmental health so that our community can thrive."	Thank you. We agree and will change the definition accordingly.

Councillor Comments (Anonymously attributed)	Management Responses
One councillor questions the phrase "including as many as possible along the way" in the description of Strategic Priority #6, asking "As many what?"	Thank you. We have reviewed and reworded the definition accordingly.
<i>Key Success Measures Concerns</i>	
Key Success Measure #2 (Good Governance) should be moved up to #1, and #1 (Infrastructure Quality) should be moved down to #2.	This is the ranking that Council approved.
One councillor questions "Community impact upon whom? On each other? On other communities?" for Key Success Measure #5	The specific measures related to community impact will clarify this matter.
"Workforce measures [Key Success Measure #6] and population measures [Key Success Measure #8] can be combined as they can work hand in hand."	Thank you. While we understand they are related, they are also distinct and the specific measures will clarify this matter.
Add "Growth" in front of "Measures" in Key Success Measures #6 (Population Measures) and #8 (Workforce Measures)	Thank you. While we understand they are related, they are also distinct and the specific measures will clarify this matter.

THE CITY OF GREATER SUDBURY



Management's Responses to Feedback Comments on the 2019 Draft Strategic Plan

Presented by:

Dr. Chris Bart, FCPA C. Dir

Bart & Company Inc.

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Comments on the General and Introductory Matter in Response to the CGS Strategic Plan First Draft

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
Overall	
The councillor states "I have nothing further to add."	Thank you!
Introduction	
Regarding the introduction, the councillor notes: "It seems to lack direction. You state that the priorities reflect these elements. What elements? What does environmental centre of the North even mean?"	We will revise.
Regarding the introduction, the councillor notes: "I would like to include something about being the region being a hub of First Nations art and culture, or at least something that includes our local First Nations. I've worked on 34 important First Nations films that were made here in the past few years, heard some great First Nations musicians, and there is a lot of great stuff happening here."	We will review the document to incorporate references to include First Nations and Indigenous throughout the document.
Regarding the introduction, the councillor notes: "I really like the last line: The (should this read "This?") strategic plan highlights changes City Council wants to make that it believes are fundamentally important for the community's sustainability, economic competitiveness and quality of life."	We agree.

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
Mission	
<p>Regarding the Mission, the councillor notes:</p> <p>"The mission has some really good sections, but doesn't feel put together. Everything ultimately needs to be tightened up as it seems as-of-yet underdeveloped. "</p>	<p>We believe this reflects all of the collaboration with Council.</p>
<p>Regarding the Mission, the councillor notes:</p> <p>" I really don't like that leadership is stated twice. I also don't like how many descriptors there are. It seems like we are trying really hard, and I believe this is the result of perhaps too many cooks in the kitchen and not enough refinement."</p>	<p>We believe this reflects all of the collaboration with Council.</p>
<p>Regarding the Mission, the councillor notes:</p> <p>"The first sentence to me doesn't really say anything except that we partner with our community. Perhaps we could combine the first two statements: 'At the City of Greater Sudbury, we work in partnership with our community to build a welcoming city that offers outstanding opportunity, wellness and value'. "</p>	<p>We believe this reflects all of the collaboration with Council.</p>
<p>Regarding the Mission, the councillor notes:</p> <p>"We say build twice. Beyond that we say city twice in the last sentence. I suggest we change the last sentence to: 'We work today to fulfill the needs of all those who work, live, visit, invest, and play in Greater Sudbury.' Or simply: 'We work for all those who work, live, visit, invest, and play in Greater Sudbury.'"</p>	<p>We agree.</p>

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
Vision	
<p>Regarding the Vision, the councillor notes that "I feel this vision is already partially attained. I agree that we need to make a higher level of mining excellence a bigger goal, and do believe we have room to grow in the environment, education and healthcare, but we are already a large part of the way there. I do believe that similar to the amended Vision I presented at the retreat that we need to incorporate connectivity of our community as a vision. It speaks to the want to not only ensure a strong infrastructural connection, but also connection as a strong amalgamated City."</p>	<p>While there was consensus on the vision at the workshop, there was feedback since that the vision could be further reviewed. We understand the concern but unless there is clear direction from Council, we are obliged to leave it as is.</p>
<p>The councillor states that the Vision should be changed to "A world-renowned centre of excellence and opportunity - vibrant towns well-connected to a flourishing urban core, all set in our beautiful Northern landscape."</p>	<p>While there was consensus on the vision at the workshop, there was feedback since that the vision could be further reviewed. We understand the concern but unless there is clear direction from Council, we are obliged to leave it as is.</p>
<p>The councillor notes:</p> <p>" I strongly dislike this vision. I have sent some suggestions, and asked for an opportunity to re-examine the vision either with council or with [Dr. Bart]. I have not found that there has been a real venue to explore further. I believe that the lack of interest from my colleagues in pursuing the matter further at the strategic planning session was more a result of exhaustion than of satisfaction with the current vision."</p>	<p>While there was consensus on the vision at the workshop, there was feedback since that the vision could be further reviewed. We understand the concern but unless there is clear direction from Council, we are obliged to leave it as is.</p>
Values	
<p>In the Values section, Innovation, the councillor requests adding "and create our future" to the end of the defining text.</p>	<p>We believe this reflects all of the collaboration with Council.</p>

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
In the Values section, Integrity, the councillor states "The definition is redundant. We keep our word and deliver on our promises means the exact same thing."	We feel that the clarity is important and expressed in the current wording.
In the Values section, Honesty, the councillor states "The definition is quite problematic. It certainly doesn't sound like we are concerned with the principle of actually being honest, but is instead focused on the results you might get from being honest (a good reputation). I find it makes me feel like the person stating this definition is untrustworthy, as they are not focused on the core issue of honesty."	We agree. We will find some alternate wording.
In the Values section, Respect, the councillor states "I think that this definition is limited only to people, and we need to acknowledge natural environments/places, money, buildings and tools. What about ' At the City of Greater Sudbury we respect: our people - colleagues, residents, and visitors; our place - the lakes, forests, and buildings that make up our home; and the tools and resources that are entrusted to us. '"	We agree.
In the Values section, Trust, the councillor states "The definition is too strongly worded. 'We always try to do what is right' would be more realistic. What is right is also subjective. If someone says 'We do what is right, always', I believe they are either lying or a fool. I would suggest we consider something along the lines of ' We always try to tell the truth, do what is right, and be there when needed. ' "	We believe this reflects all of the collaboration with Council.
In the Values section, Compassion, the councillor asks to change the word "solution" to "solutions" in the defining text.	We agree.
In the Values section, the councillor notes "I think this one misses the mark, and don't think that finding "the right solution for their needs" has much to do with compassion. Maybe something like ' We care about our residents, employees and businesses. We always try to consider and appreciate their circumstances to best serve their needs. '"	We believe this reflects all of the collaboration with Council.

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
<p>In the Values section, the councillor notes:</p> <p>" Seeing as how Integrity, Honesty, and Trust have a lot of overlap, and I believe the definitions need some work, I wonder whether this could be pared down. I would suggest Honesty should be a given, is covered by Trust and Integrity, and that we drop it as a value altogether. The definitions of Trust and Integrity will pick up the slack.</p> <p>Integrity could use the definition 'We strive to be fair, consistent, deliver on our promises and acknowledge our mistakes.'"</p>	<p>We agree and will suggest changes that reflect the direction here.</p>
Strategic Objectives and Goals	
<p>Under Strategic Objectives and Goals, Section 1, a note attached to "Infrastructure" reads:</p> <p>"This number of \$2.8B seems off. We have a \$3.1B infrastructure deficit (KPMG). Not sure where you got \$2.8B, but we could have communication issues with this number of \$2.8B, as in it makes our debt look bigger than our assets."</p>	<p>We will change it to \$3 billion.</p>
<p>Under Strategic Objectives and Goals, Section 1, the councillor notes " Opening a sentence with 'Assets that are targeted in this goal' is confusing. How about simply saying 'Our assets include roads, underground infrastructure like water and wastewater pipes, buildings like arenas and libraries, fleet vehicles like transit buses and snow plows, and much more.'"</p>	<p>We will edit accordingly.</p>
<p>Under Strategic Objectives and Goals, Section 2, the councillor comments ""</p>	

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
<p>Under Strategic Objectives and Goals, Section 2, A note attached to Item 2.4 reads:</p> <p>"I do not believe that Downtown Sudbury can be singled out here. Rather I believe that a look and solution for all of our downtowns can be one of the goals, that being the residential and commercial densification of our downtowns."</p>	<p>We disagree. This is about the Junction and other projects as identified in the Downtown Master Plan.</p>
<p>Under Strategic Objectives and Goals, Section 3, the councillor notes "The blurb is good. Should the action items include any of our actual plans? Our upcoming Emissions and Adaptation/Mitigation plans? What about something that isn't so global, but focuses locally on protecting our lakes and forests?"</p>	<p>The detailed tactics will fall under these broader categories.</p>
<p>Under Strategic Objectives and Goals, Section 4, the councillor notes "I think this one looks great too."</p>	<p>Thank you.</p>
<p>Under Strategic Objectives and Goals, Section 5, a note attached to "Housing" reads:</p> <p>"This is being too narrowly defined. It leans too heavily toward housing provided by the city. This goal should also encompass the importance of the city to maintain its very attractive position as having overall attainable housing, a position which goes a long way to attracting that highly skilled work force mentioned in the previous goal."</p>	<p>We will include a reference to attainable housing.</p>
<p>Under Strategic Objectives and Goals, Section 5, the councillor notes "The first sentence is very long and might be missing an 'and' - 'The goal reflects Council's desire to ensure that all citizens, especially vulnerable populations, feel welcome and supported, have access to safe, affordable and suitable housing options in the City of Greater Sudbury.'</p> <p>How about simplifying it to: 'This goal reflects Council's desire to ensure that all citizens, especially vulnerable populations, have access to safe, affordable and suitable housing options in the City of Greater Sudbury.'"</p>	<p>We agree.</p>

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
<p>Under Strategic Objectives and Goals, Section 6, the councillor requests "Drop 'relentlessly' from the first sentence. It's trying way too hard and is stronger without it.</p> <p>Also a few things I would consider adding: Investing in active transportation and sustainable transportation. Investing in our parks and trails. Encouraging and supporting community gatherings and gathering-places."</p>	<p>We agree to remove "relentlessly".</p> <p>We agree and will edit accordingly.</p>

Councillors' Comments Relating to Specific Content Items

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
<p>The following are colour-coded. The BLACK TEXT is used to denote the specific & numbered content items referenced in the Strategic Plan First Draft, thereby providing context for the participants' comments.</p> <p>The GREEN TEXT represents the verbatim comments from one or more Council members on SPECIFIC NUMBERED ITEMS in the First Draft Strategic Plan. In the event that multiple Councillor responses are referenced in the same section, the labels - "First Councillor", "Second Councillor" etc. – are used to identify different Councillors' remarks.</p>	

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
Strategic Priority #1: Asset Management and Renewal	
<p>1.1 B. Emphasize how new assets can improve service levels and use zones within our large geography to make existing services available while retiring old, costly, uneconomic assets.</p> <p>Revise to "Emphasize how new assets can improve service levels delivery and costs and use zones within our large geography to maintain make existing services available while retiring old, costly, uneconomic assets."</p>	<p>We agree and will edit accordingly.</p>
<p>1.2 D. Improve road quality so that the Pavement Condition Index for arterial roads is a defined standard for arterial and local roads</p> <p>Delete "and local"</p> <p>Comment provided "I do not think that the pavement standards should be the same for arterial and local roads."</p>	<p>We agree and will edit accordingly.</p>
<p>1.3 Maximize Value of Relationships with Provincial and Federal Governments to Support Infrastructure Goals</p> <p>Insert "Community and" before "Infrastructure".</p>	<p>We agree and will edit accordingly.</p>

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
1.3 A. Create a community intergovernmental relations team to monitor and advocate for Greater Sudbury's interests Revise to "Create a community intergovernmental relations team to monitor and establish co-ordinated advocacy efforts for Greater Sudbury's interests".	We disagree and we believe the existing wording captures the same sentiment.
1.3 C. Ensure Government Relations and Networking Efforts Are Deliberate and Follow Plans Designed to Help Support Council's Vision Insert "Community" before "Government".	We disagree.
1.5 Ensure Current Programs and Assets are Optimized for Sustainability and Effectiveness Add "1.5 G. Investigate innovative and cost effective ways to deliver current city services."	We agree.
Strategic Priority #2: Business Attraction, Development and Retention	

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
2.1 D. Pilot large scale entrepreneurship skills development and attraction strategy by leveraging the Regional Business Centre collaboration network and resources Revise to "Pilot large scale entrepreneurship skills development and attraction strategy by leveraging the local providers of public education and volunteer based community groups in addition to the Regional Business Centre collaboration network and resources"	This is implied and included in the statement.
2.1 G. Promote new development in agriculture opportunities First Councillor commented: "Where did this come from? I do not recall any mention of promoting agricultural opportunities at our strat. planning sessions." Second Councillor: Insert "and aquaculture" before "opportunities"	This was captured in the notes from the workshop. Aquaculture and agriculture are one in the same for the purposes of this plan.
2.1 H. Identify opportunities to optimize the value and attractiveness of commercial, industrial and institutional zoned land Insert "free up the availability, and" before "optimize the value"	We disagree and feel the current wording is inclusive of this suggestion.
2.2 E. Adopt Global Mining Hub as overarching goal for growth and development Revise to "Adopt Global Hardrock Underground Mining Technology and Innovation Hub as overarching goal for growth and development"	We disagree and feel the current wording is inclusive of this suggestion.

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
<p>2.2 F. Further development of mining safety to export internationally</p> <p>Revise, expand, and re-label to</p> <p>"2.2 F. Further development of Global Mining Safety Technology, Innovation and Training Hub to export internationally</p> <p>2.2 G. Further development of Global Mining Communications and IOT Technologies and Innovation Hub to export internationally</p> <p>2.2 H. Further development of Mineral Exploration Technologies and Innovation Hub to export internationally"</p>	<p>We will revise wording to be more comprehensive.</p>
<p>2.2 G. Build on environmental initiative successes i.e. re-greening</p> <p>Revise and re-label to</p> <p>"2.2 I. Further development of Global Environmental Remediation Hub to export internationally. Building on Bio-Mining, and environmental initiative successes in remediation of water sources and land i.e. re-greening (The Sudbury Protocol)"</p>	<p>Thank you. We will incorporate your suggestion.</p>

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
2.2 Position Greater Sudbury as the Global Leader in Mining and Mining Supply/Service Innovation Add items "J. Further development of Medical Research Technologies and Innovation Hub to export internationally K. Attraction and development of Battery-Electric Industry minerals production facilities"	<p>Thank you. We believe that these are included in strategic initiative 2.1.</p>
2.4 Revitalize Downtown Sudbury with Public Investment that Supports and Leverages Private Investment Comment provided: "I find this weak and per my comments above I feel there is a larger opportunity here to please all downtowns including Downtown Sudbury."	<p>While there was consensus at the workshop, we understand the concern but unless there is clear direction from Council, we are obliged to leave it as is.</p>

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
2.4 Revitalize Downtown Sudbury with Public Investment that Supports and Leverages Private Investment Revise to "Revitalize our entire community with Public Investment that Supports and Leverages Private Investment" and add "2.4 C. Encourage expressions of interest from the private sector 2.4 D. Continue to advocate with other levels of government for completion of the highway 69-400 four laning project"	Thank you and we believe these concepts have already been incorporated in the document. 2.4 D is captured in objective 1.3.
Strategic Priority #3: Climate Change	
3.1 B. Support clean air projects in collaboration with the mining sector Revise to "Support clean air projects CO2 emission reductions and set targets for reduction in collaboration with all local industry, institutions and business the mining sector"	Will reflect the motion that Council approved about declaring a climate emergency into the strategic plan.
Strategic Priority #4: Economic Capacity & Investment Readiness	
4.1 Consider a Complete Review of Key Core Services and Service Levels Revise to "Review Key Core Services and Service Levels"	We agree.

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
4.1 A. Municipal governance review Remove.	We will distinguish the required ward boundary review from other governance review work that Council can undertake.
4.1 B. Perform a Core Service and service level review Revise and re-label to "A. Review Key Core Services and service levels as prioritized by Council"	This is captured in 4.1.
4.1 C. Maintain a long range financial plan that enables the City to anticipate and respond to emerging issues and changes in its operating environment Re-label to 4.1 B.	We will revise accordingly.
4.5 C. Update the Brownfield Strategy and Community Improvement Plan, Downtown Community Improvement Plan, Town Centre Community Improvement Plan and Affordable Housing Community Improvement Plan Revise to "Update the Brownfield Strategy and Community Improvement Plan, Downtown Community Improvement Plan, Town Centre Community Improvement Plans and Affordable Housing Community Improvement Plans"	We agree.

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
4.7 Support the Attraction, Integration and Retention of a Highly Skilled Workforce Comment provided: "Are we perhaps missing an opportunity here to use some connections with our local school boards and post-secondary institutions to spur retention as a large drain on our talent starts directly from high school graduation and then progresses with post-secondary graduation?"	We view this as a potential component of this work.
4.7 A. Mobilize Public and Private Resources to Address Current Skills Gap and Future Workforce Needs Revise to "Mobilize Public and Private Resources, working with local employers to Address Current Skills Gap and Future Workforce Needs"	We view this as a potential component of this work.
4.8 A. Continue regular dialogue with Atikameksheng Anishnawbek and Wahnapiatae First Nations Comment provided: "Having just one item here makes it seem a bit like a token item. I believe we can beef this up with specifying collaboration on industrial growth strategies in respect of our lands, waters and climate change."	We agree and will incorporate additional initiatives that we are working on.
4.9 Launch New Initiatives to Attract and Retain More Newcomers for Integration Into New Economic Development Partnerships and Opportunities Add "4.9 D. Invest in newcomer and multicultural settlement initiatives"	We agree.

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
Strategic Priority #5: Housing	
5.1 Expand Affordable Housing Options Add "/Attainable" to "Affordable" Comment provided: "This items is too focused on low income. We should also be looking at attainable housing and keeping the affordability of living in Greater Sudbury as one of our assets to attract talent to come live and work in our community."	We agree.
5.1 E. Have four new seniors homes (geared to income) built by 2022 Comment provided: "Owned and operated by whom?"	We will remove 5.1 E as it is a tactic that is more appropriately addressed in an annual budget discussion.

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
<p>5.1 F. Collaborate with School Boards to develop community hubs out of surplus schools.</p> <p>First Councillor:</p> <p>Delete item.</p> <p>Comment provided: "I do not agree that this is a task we should undertake. The City does not need the additional operating costs of more buildings."</p> <p>Second Councillor:</p> <p>Comment provided: "I really think this is dead as a strategy. It can certainly come up on a case by case basis, but clearly buying or investing in old assets is not the solution we need for any of our City's fiscal issues."</p>	<p>We will remove 5.1 F as it is a tactic that is more appropriately addressed in an annual budget discussion.</p>
<p>5.1 Expand Affordable Housing Options</p> <p>Add "F. Encourage the building and availability of smaller homes"</p>	<p>We are currently doing this through the DC policy.</p>
<p>5.3 Innovate Solutions to Support Existing Housing Choices</p> <p>Comment provided: "Why are all these "choices" specific to seniors?"</p>	<p>We will revise the wording to be more inclusive.</p>
<p>5.4 A. [no text provided in original document]</p> <p>Comment provided: "What is missing here?"</p>	<p>We agree and will revise accordingly.</p>

Councillors' Comments (Each response is from a single councillor, unless otherwise indicated)	Management's Response
Strategic Priority #6:Creating a Healthier Community	
6.1 B. a. Age-Friendly Strategy Add clarification to the end "(all ages: Children to Seniors)"	Thank you for your comments. We will revise accordingly.
6.1 E. We need to rely more on the volunteers in our community. Revise to "Encourage volunteerism in our community."	We agree.
6.3 Strengthen Indigenous Relations Toward Reconciliation Revise to "Strengthen Indigenous Relations Towards Reconciliation"	We will ensure that the wording is consistent with the Truth and Reconciliation document.
6.5 C. Promote quality of life Revise to "Promote a good and balanced quality of life"	We will revise the wording.