

CITY COUNCIL AGENDA

City Council Meeting
Tuesday, February 9, 2021
Tom Davies Square - Council Chamber / Electronic Participation

MAYOR BRIAN BIGGER, CHAIR

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

6:00 p.m. OPEN SESSION, COUNCIL CHAMBER / ELECTRONIC PARTICIPATION

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

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

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

ROLL CALL

Resolution to move to Closed Session to deal with one (1) Acquisition or Disposition of Land item regarding property on Meehan Avenue, Capreol and one (1) Litigation or Potential Litigation / Solicitor-Client Privilege item regarding a service contract in accordance with the *Municipal Act, 2001*, s. 239(2)(c), (e) and (f).

(RESOLUTION PREPARED)

RECESS

MOMENT OF SILENT REFLECTION

ROLL CALL

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

MATTERS ARISING FROM THE CLOSED SESSION

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

MATTERS ARISING FROM COMMUNITY SERVICES COMMITTEE

January 18, 2021

Council will consider, by way of one resolution, resolutions CS2021-01 to CS2021-04, all of which are found at <https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=2582&lang=en>. Any questions regarding the resolutions should be directed to Councillor McCausland, Chair, Community Services Committee.

MATTERS ARISING FROM FINANCE AND ADMINISTRATION COMMITTEE

January 19, 2021

Council will consider, by way of one resolution, resolution FA2021-02, which is found at <https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=2586&lang=en>. Any questions regarding the resolution should be directed to Councillor Jakubo, Chair, Finance and Administration Committee.

MATTERS ARISING FROM OPERATIONS COMMITTEE

January 18, 2021

Council will consider, by way of one resolution, resolutions OP2021-01 to OP2021-04, all of which are found at <https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=2576&lang=en>. Any questions regarding the resolutions should be directed to Councillor McIntosh, Chair, Operations Committee.

MATTERS ARISING FROM PLANNING COMMITTEE

January 25, 2021

Council will consider, by way of one resolution, resolutions PL2021-18 to PL2021-21 and PL2021-23, all of which are found at <https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=2566&lang=en>. Any questions regarding the resolutions should be directed to Councillor Kirwan, Chair, Planning Committee.

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-3)

MINUTES

- | | | |
|------|---|----------------|
| C-1. | City Council Minutes of December 15, 2020
(RESOLUTION PREPARED - MINUTES ADOPTED) | 13 - 36 |
| C-2. | Finance and Administration Committee Minutes of December 21, 2020
(RESOLUTION PREPARED - MINUTES ADOPTED) | 37 - 47 |
| C-3. | Special City Council Minutes of December 21, 2020
(RESOLUTION PREPARED - MINUTES ADOPTED) | 48 - 56 |

REGULAR AGENDA

MANAGERS' REPORTS

- R-1. COVID-19 Response Update
(FOR INFORMATION ONLY) (REPORT TO FOLLOW)
(This report provides an update on service changes and community response to the COVID-19 pandemic.)
- R-2. Event Centre Update Report
(RESOLUTION PREPARED) (REPORT TO FOLLOW)
(This report provides a recommendation regarding the scope and timing of a report to Council with updated details on the Event Centre project as requested by Mayor Bigger on January 12, 2021.)

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:

- 2021-14 A By-law of the City of Greater Sudbury to Confirm the Proceedings of Council at its Meeting of February 9th, 2021
- 2021-15 A By-Law of the City of Greater Sudbury to Amend By-law 2018-45 being a By-law to Establish Water and Wastewater Policy and Water and Wastewater Rates and Charges in General and for Special Projects
- Operations Committee Resolution #OP2021-02
- (This by-law amends By-law 2018-45 to incorporate fees with respect to sanitary sewer discharge agreements.)
- 2021-16 A By-law of the City of Greater Sudbury to Amend By-law 2010-188 being a By-law to Prohibit, Regulate and Control Discharges Into Bodies of Waters Within City Boundaries or Into the City Sanitary Sewers, Storm Sewers, Sanitary Sewage Works and all Tributary Sewer Systems
- Operations Committee Resolution #OP2021-02
- (This by-law amends By-law 2010-188 to authorize residential sanitary sewer discharge agreement to permit sump pump and weeping tiles to be temporarily connected to the sanitary sewer system to eliminate a public safety hazard while a permanent solution is designed and built and makes some housekeeping changes.)
- 2021-17 A By-law of the City of Greater Sudbury to Amend By-law 2018-34 being a By-law of the City of Greater Sudbury to Adopt a Residential Inflow and Infiltration Subsidy Program
- Operations Committee Resolution #OP2021-02
- (This by-law amends By-law 2018-34 by updating and replacing the program attached to the By-law.)
- 2021-18 A By-law of the City of Greater Sudbury to Authorize the Purchase of 241 St. Charles Street in Sudbury Described as PIN 02131-0045(LT), Lot 397 on Plan 18SB from David Myc
- Planning Committee Resolution # PL2021-06
- (This by-law authorizes the acquisition and demolition of 241 St. Charles Street in Sudbury for the St. Charles Street Lift Station project.)
- 2021-19 A By-law of the City of Greater Sudbury to Authorize the Purchase of Part 685 Notre Dame Avenue in Sudbury Described as PIN 02127-0196(LT), Part 1 on Plan 53R-21386 from Sudbury Developmental Services/Services pour handicaps de developement de Sudbury
- Planning Committee Resolution #PL2021-07
- (This by-law authorizes the acquisition of part of 685 Notre Dame Avenue in Sudbury for the St. Paris Notre Dame Bikeway project.)
- 2021-20Z A By-law of the City of Greater Sudbury to Amend By-law 2010-100Z Being the Comprehensive Zoning By-law for the City of Greater Sudbury
- Planning Committee Resolution #PL2020-151
- (This by-law repeals By-law 2021-05Z and lifts the "H", Holding Designation on the subject land following construction of a left-turn lane on Second Avenue - Barrydowne Animal Hospital – 380 Second Avenue North, Sudbury).

2021-21Z A By-law of the City of Greater Sudbury to Amend By-law 2010-100Z Being the Comprehensive Zoning By-law for the City of Greater Sudbury

Planning Committee Resolution #PL2020-151

(This by-law rezones the subject property to a revised "C2(80)", General Commercial Special in order to expand the range of commercial uses - Barrydowne Animal Hospital – 380 Second Avenue North, Sudbury).

MEMBERS' MOTIONS

M-1. Business Case for St. Joseph's Villa

As presented by Mayor Bigger:

WHEREAS St. Joseph's Villa is celebrating 18 years of compassionate and caring service to their long-term care residents and their families;

AND WHEREAS most are long-term Sudbury residents;

AND WHEREAS St. Joseph's Villa has set the standard for committed, caring, friendly and compassionate care for 128 residents, their families and loved ones;

AND WHEREAS their entire team is committed to moving forward with this high-level of service and caring;

AND WHEREAS St. Joseph's Villa has undertaken a Caring Beyond Capital Campaign to ensure that they can continue to serve the community at the highest standards possible, with a focus on the highest standards of care;

AND WHEREAS after 18 years of operation, St. Joseph's must upgrade and rejuvenate the facility, which includes a new roof, upgrading of heating, ventilation and air conditioning, therapeutic tubs, resident lifts and kitchen equipment;

AND WHEREAS a letter received on November 30, 2020 from the Co-Chairs of this Campaign is requesting the City of Greater Sudbury partner in this campaign, contributing \$1 million to the organization over three years;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury directs staff to prepare a business case for the St. Joseph's Villa request, to be presented during the 2021 budget deliberations.

CORRESPONDENCE FOR INFORMATION ONLY

- I-1. Report dated January 21, 2021 from the General Manager of Growth and Infrastructure regarding Employment Land Strategy Update. **57 - 130**
(FOR INFORMATION ONLY)

(This report provides information regarding the progress of the Employment Land Strategy.)

- I-2. Report dated January 21, 2021 from the General Manager of Corporate Services regarding 2020 Operating Budget Variance Report - October. **131 - 145**
(FOR INFORMATION ONLY)

(This report provides information regarding a year end projection based on expenditures and revenues to the end of October, 2020.)

- I-3. Report dated January 21, 2021 from the General Manager of Growth and Infrastructure regarding Greater Sudbury Community Energy & Emissions Plan (CEEP) Implementation: Municipal Actions (2021 - 2025). **146 - 214**

(FOR INFORMATION ONLY)

(This report provides information regarding the municipal actions proposed in Phase ONE (2021 to 2025) of the Community Energy & Emissions Plan (CEEP) Implementation. The actions are arranged according to the CEEP's 8 Strategic Sectors and 18 goals.)

- I-4. Report dated January 21, 2021 from the General Manager of Corporate Services regarding Fleet Electrification Update. **215 - 218**

(FOR INFORMATION ONLY)

(This report provides information regarding the interim steps that are being taken by staff in 2021 towards electrification of the City's vehicle and equipment fleet.)

ADDENDUM

CIVIC PETITIONS

QUESTION PERIOD

ADJOURNMENT

CONSEIL MUNICIPAL ORDRE DU JOUR

Réunion du Conseil municipal

9 février 2021

Place Tom Davies - Salle Du Conseil / participation électronique

MAIRE BRIAN BIGGER, PRÉSIDENT(E)

16 h 00 SÉANCE A HUIS CLOS, SALLE DE RÉUNION C-12 / PARTICIPATION ÉLECTRONIQUE

18 h 00 SÉANCE PUBLIQUE, SALLE DU CONSEIL / PARTICIPATION ÉLECTRONIQUE

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 une (1) question d'acquisition ou de cession de terrain concernant la propriété située sur l'avenue Meehan, à Capreol, et une (1) question de litige ou de litige possible, ou de privilège du secret professionnel de l'avocat concernant un contrat de services conformément à l'art. 239(2)(c), (e) et (f) de la Loi de 2001 *sur les municipalités*.

(RÉSOLUTION PRÉPARÉE)

SUSPENSION DE LA SÉANCE

MOMENT DE SILENCE

APPEL NOMINAL

DÉCLARATION D'INTÉRÊTS PÉCUNIAIRES ET LEUR NATURE GÉNÉRALES

QUESTIONS DÉCOULANT DE LA SÉANCE À HUIS CLOS

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

QUESTIONS DÉCOULANT DE LA RÉUNION DU COMITÉ DES SERVICES COMMUNAUTAIRES

Le 18 janvier, 2021

Le Conseil municipal étudiera, par voie d'une résolution, les résolutions CS2021-01 à CS2021-04, qui se trouve à

<https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=2582&lang=en>. Toute question concernant ces résolutions devrait être adressée au Conseiller McCausland, président du Comité des services communautaires.

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

Le 19 janvier, 2021

Le Conseil municipal étudiera, par voie d'une résolution, résolution FA2021-02, qui se trouve à <https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=2586&lang=en>. Toute question concernant ce résolution devrait être adressée au Conseiller Jakubo, président du Comité des finances et de l'administration.

QUESTIONS DÉCOULANT DE LA RÉUNION DU COMITÉ DES OPÉRATIONS

Le 18 janvier, 2021

Le Conseil municipal étudiera, par voie d'une résolution, les résolutions OP2021-01 à OP2021-04, qui se trouve à

<https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=2576&lang=en>. Toute question concernant ces résolutions devrait être adressée à la conseillère McIntosh, présidente du Comité des opérations.

QUESTIONS DÉCOULANT DE LA RÉUNION DU COMITÉ DE LA PLANIFICATION

Le 25 janvier, 2021

Le Conseil municipal étudiera, par voie d'une résolution, les résolutions PL2021-18 à PL2021-21 et PL2021-23, qui se trouve à <https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=2566&lang=en>. Toute question concernant ces résolutions devrait être adressée au Conseiller Kirwan, président du Comité de la planification.

Ordre 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 RÉSOLUTIONS C-1 À C-3)

PROCÈS-VERBAUX

- | | | |
|------|---|----------------|
| C-1. | Procès Verbal du 15 décembre 2020, Conseil municipal
(RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ) | 13 - 36 |
| C-2. | Procès Verbal du 21 décembre 2020, Comité des finances et de l'administration
(RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ) | 37 - 47 |
| C-3. | Procès Verbal du 21 décembre 2020, Réunion extraordinaire du Conseil municipal
(RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ) | 48 - 56 |

Ordre du jour régulier

RAPPORTS DES GESTIONNAIRES

- R-1. Compte rendu de l'intervention en matière de COVID-19
(A TITRE D'INFORMATION) (LE RAPPORT SUIVRA)
(Ce rapport donne des renseignements concernant des changements en matière de services et l'intervention communautaire quant à la pandémie de COVID-19.)
- R-2. Compte rendu du Centre d'activités
(RÉSOLUTION PRÉPARÉE) (LE RAPPORT SUIVRA)
(Ce rapport fait une recommandation concernant la portée et le calendrier d'un rapport au Conseil municipal comportant des détails à jour sur le projet du Centre d'activités comme l'a demandé le maire Bigger le 12 janvier 2021.)

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 :

- 2021-14 Règlement de la Ville du Grand Sudbury confirmant les délibérations du Conseil municipal lors de sa réunion tenue le 9 février 2021
- 2021-15 Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2018-45, étant le règlement municipal établissant une politique sur les Services d'eau et d'eaux usées ainsi que les tarifs et les frais des Services d'eau/eaux usées en général et pour des projets particuliers
- Resolution no OP2021-02 du Comité des opérations
- (Ce règlement municipal modifie le règlement municipal 2018-45 pour incorporer des frais concernant quant aux ententes sur l'évacuation dans les égouts sanitaires.)
- 2021-16 Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2010-188 étant un règlement interdisant, régissant et contrôlant l'évacuation dans les masses d'eau à l'intérieur des limites de la Ville ou dans les égouts sanitaires, les réseaux d'égout sanitaire et tous les réseaux d'égout tributaires
- Résolution no OP2021-02 du Comité des opérations
- (Ce règlement municipal modifie le règlement municipal 2010-188 autorisant une entente d'évacuation dans les égouts sanitaires résidentiels pour permettre le raccord temporaire de pompes de puisard et de dalots souterrains au réseau d'égout sanitaire pour éliminer un danger pour la sécurité publique tandis que l'on conçoit et construit une solution permanente, et apportant certains changements d'ordre administratif.)
- 2021-17 Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2018-34 étant un règlement de la Ville du Grand Sudbury adoptant un Programme de subventions pour prévenir le captage et l'infiltration
- Résolution no OP2021-02 du Comité des opérations
- (Ce règlement municipal modifie le règlement municipal 2018-34 en mettant à jour et en remplaçant le programme joint au règlement municipal.)
- 2021-18 Règlement de la Ville du Grand Sudbury autorisant l'achat de 241, rue St. Charles à Sudbury décrit comme la parcelle numéro 02131-0045(LT), lot 397 du plan 18SB à David Myc
- Résolution no PL2021-06 du Comité de planification
- (Ce règlement municipal autorise l'acquisition et la démolition du 241, rue St. Charles, Sudbury, pour le project St. Charles Street Lift Station.)
- 2021-19 Règlement de la Ville du Grand Sudbury autorisant l'achat d'une partie du 685, avenue Notre Dame, à Sudbury, désignée comme étant la parcelle numéro 02127-0196(LT), partie 1 du plan 53R-21386, à Sudbury Developmental Services/Services pour handicaps de développement de Sudbury
- Résolution no PL2021-07 du Comité de planification

(Ce règlement municipal autorise l'acquisition d'une partie du 685, avenue Notre Dame, à Sudbury, pour le projet de voie cyclable Paris-Notre Dame.)

2021-20Z Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2010-100Z étant le règlement général de zonage de la Ville du Grand Sudbury

Résolutions no PL2020-151 du Comité de planification

(Ce règlement municipal abroge le règlement municipal 2021-05Z et enlève la désignation « H », utilisation différée, sur la terre en question après la construction d'une voie de tourne-à-gauche sur la 2e Avenue - Barrydowne Animal Hospital – 380, 2e Avenue Nord, à Sudbury).

2021-21Z Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2010-100Z étant le règlement général de zonage de la Ville du Grand Sudbury

Résolutions no PL2020-151 du Comité de planification

(Ce règlement municipal rezone la propriété en question zone révisée « C2(80) », zone commerciale générale spéciale, afin d'augmenter l'éventail des utilisations commerciales permises – Barrydowne Animal Hospital – 380, 2e Avenue Nord, à Sudbury).

MOTIONS DES MEMBRES

M-1. Dossier d'analyse pour Villa St-Joseph

Motion présentée par le maire Bigger:

ATTENDU QUE la Villa St-Joseph célèbre 18 ans de services compatissants et bienveillants à ses résidents recevant des soins de longue durée et à leur famille;

ATTENDU QUE la plupart d'entre eux sont des résidents de longue date de Sudbury;

ATTENDU QUE la Villa St-Joseph a établi la norme en matière de soins déterminés, bienveillants, amicaux et compatissants pour 128 résidents, leur famille et leurs êtres chers;

ATTENDU QUE toute son équipe tient à faire des progrès quant à ce niveau élevé de services et de soins;

ATTENDU QUE la Villa St-Joseph a entamé sa campagne de financement Au-delà des soins pour faire en sorte que la Villa puisse continuer à servir la communauté en respectant les normes les plus élevées possible, en se concentrant sur les normes de soins les plus élevées;

ATTENDU QU'APRÈS 18 années de fonctionnement, la Villa St-Joseph doit améliorer et rajeunir ses installations, ce qui comprend un nouveau toit, la mise à niveau du chauffage, de la ventilation et du conditionnement de l'air, des baignoires thérapeutiques, des lève-personnes et du matériel de cuisine;

ATTENDU QU'UNE lettre reçue le 30 novembre 2020 de la coprésidente et du coprésident de cette campagne demande que la Ville du Grand Sudbury s'associe à cette campagne en fournissant un million de dollars à l'organisme sur trois ans;

PAR CONSÉQUENT, IL EST RÉSOLU QUE la Ville du Grand Sudbury demande au personnel de préparer un dossier d'analyse pour la demande de la Villa St-Joseph qui doit être présenté pendant les délibérations budgétaires de 2021.

CORRESPONDANCE À TITRE DE RENSEIGNEMENTS SEULEMENT

- I-1. Rapport directeur général, Croissance et Infrastructure, daté du 21 janvier 2021 portant sur Compte rendu de la stratégie en matière de terres pour l'emploi. **57 - 130**
(A TITRE D'INFORMATION)
(Ce rapport donne des renseignements concernant les progrès réalisés quant à la stratégie en matière de terres pour l'emploi.)
- I-2. Rapport Directeur général des Services corporatifs, daté du 21 janvier 2021 portant sur Rapport sur les écarts par rapport au budget de fonctionnement 2020 – octobre. **131 - 145**
(A TITRE D'INFORMATION)
(Ce rapport indique les domaines préoccupants dans le budget de fonctionnement au fin d'octobre 2020.)
- I-3. Rapport directeur général, Croissance et Infrastructure, daté du 21 janvier 2021 portant sur Mise en œuvre du Plan communautaire en matière d'énergie et d'émissions du Grand Sudbury : mesures municipales (2021-2025). **146 - 214**
(A TITRE D'INFORMATION)
(Ce rapport donne des renseignements concernant les mesures municipales proposées dans la phase UN (de 2021 à 2025) de la mise en œuvre du Plan communautaire en matière d'énergie et d'émissions du Grand Sudbury. Les mesures prévues sont disposées selon les 8 secteurs stratégiques et les 18 objectifs du plan.)
- I-4. Rapport Directeur général des Services corporatifs, daté du 21 janvier 2021 portant sur Compte rendu de l'électrification du parc automobile. **215 - 218**
(A TITRE D'INFORMATION)
(Ce rapport donne des renseignements concernant les mesures intérimaires prises par le personnel en 2021 visant l'électrification des véhicules et du matériel de la Ville.)

ADDENDA

PÉTITIONS CIVIQUES

PÉRIODE DE QUESTIONS

LEVÉE DE LA SÉANCE

Minutes

City Council Minutes of 12/15/20

Location: Tom Davies Square -
Council Chamber /
Electronic
Participation

Commencement: 4:30 PM

Adjournment: 9:37 PM

Deputy Mayor Landry-Altmann, In the Chair

Present	Councillors Signoretti, Vagnini, Montpellier, McCausland, Kirwan, Jakubo, Sizer, McIntosh, Leduc, Landry-Altmann
City Officials	Ed Archer, Chief Administrative Officer; Kevin Fowke, General Manager of Corporate Services; Eric Labelle, City Solicitor and Clerk; Joanne Kelly, Director of Human Resources and Organizational Development; Gabrielle Servais, Human Resources Business Partner
Closed Session	<p>The following resolution was presented:</p> <p>CC2020-299 Kirwan/Signoretti: THAT the City of Greater Sudbury Council move to Closed Session to deal with one (1) Personal Matter (Identifiable Individual(s)) / Labour Relations / Employee Negotiations item regarding a procurement matter in accordance with the <i>Municipal Act, 2001</i>, s. 239(2)(b) and (d).</p> <p>CARRIED</p> <p>At 4:34 p.m., Council moved into closed session.</p>
Recess	At 5:52 p.m., Council recessed.
Reconvene	At 6:25 p.m., Council commenced the Open Session in the Council Chamber

Deputy Mayor Landry-Altmann, In the Chair

Present	Councillors Signoretti [D 6:57 p.m., A 7:02 p.m.], Vagnini [D 6:52 p.m., A 7:33 p.m.], Montpellier, McCausland, Kirwan, Lapierre, Jakubo, Sizer, McIntosh, Cormier, Leduc, Landry-Altmann
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City Officials Ed Archer, Chief Administrative Officer; Kevin Fowke, General Manager of Corporate Services; Tony Cecutti, General Manager of Growth and Infrastructure; Steve Jacques, General Manager of Community Development; Joseph Nicholls, General Manager of Community Safety; Ian Wood, Executive Director of Strategic Initiatives, Communication and Citizen Services; Brett Williamson, Director of Economic Development; Ed Stankiewicz, Executive Director of Finance, Assets and Fleet; Marie Litalien, Acting Director of Communications and Community Engagements; Kelly Gravelle, Deputy City Solicitor; Joanne Kelly, Director of Human Resources and Organizational Development; Tyler Campbell, Director of Social Services; Jeff Pafford, Director of Leisure Services; Keith Forrester, Manager of Real Estate; Ron Foster, Auditor General; Eric Labelle, City Solicitor and Clerk; Lisa Locken, Clerk's Services Assistant Anessa Basso, Clerk's Services Assistant;

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

Rules of Procedure

Councillor Landry-Altmann moved that the order of the agenda be altered to deal with Correspondence for Information Only item I-6, Members' Motions and then Managers' Report R-6 immediately after the Consent Agenda.

CARRIED BY TWO-THIRDS MAJORITY

Matters Arising from the Closed Session

Deputy Mayor Landry-Altmann, Chair of the Closed Session, reported that Council met in Closed Session to deal with one (1) Personal Matter (Identifiable Individual(s)) /Labour Relations / Employee Negotiations item regarding a procurement matter in accordance with the Municipal Act, 2001, s. 239(2)(b) and (d). Direction was given to staff in regards to the matter.

Matters Arising from Community Services Committee

November 16, 2020

Councillor Lapierre, as Chair of the Community Services Committee, reported on the matters arising from the Community Services Committee meeting of November 16, 2020

The following resolution was presented:

CC2020-300 Lapierre/Leduc: THAT the City of Greater Sudbury approves Community Services Committee resolutions CS2020-23 to CS2020-25 inclusive from the meeting of November 16, 2020.

CARRIED

The following are the Community Services Committee resolutions:

Request for a business case to advance the Valley East Twin Pad Multipurpose Sports Complex

CS2020-23 Lapierre/Kirwan: WHEREAS at the June 19, 2017 Community Services Committee meeting, Council directed staff to prepare a business case to replace various arenas and/or ice pads, with the build of a multi-pad/multi-purpose arena facility in Valley East;

AND WHEREAS Council has approved building program elements and site schematic for a Valley East Twin Pad Multi-Purpose Sports Complex to be located on Howard Armstrong Recreation Centre property, a 28 acre parcel of municipally owned parkland, which would not only provide space for the recreation complex and ample parking, but would create a convenient one stop destination for multigenerational households as it is also the site of the Valley East Public Library and Citizen Service Centre and provides a variety of outdoor recreational opportunities;

AND WHEREAS during the 2020 budget deliberations, \$227,000, was approved to advance the Valley East Twin Pad Multipurpose Sports Complex funded by reallocated capital dollars;

AND WHEREAS the City's arena infrastructure is aging and in need of major capital reinvestment over the next 10 years to remain viable and to meet Accessibility requirements, particularly those in the Valley East area, which make them ideal candidates to be decommissioned or repurposed;

AND WHEREAS this project would reduce the supply of ice pads to match existing and future demands;

AND WHEREAS during the October 20th, 2020 Finance and Administration Committee meeting, Council directed staff to include a business case for rationalizing facilities and improving utilization in the 2021 budget;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to present a business case for Council's consideration during the 2021 budget deliberations to advance the Valley East Twin Pad Multipurpose Sports Complex based on the development of the twin pad and potential reduction of other facilities.

CARRIED

Children's Aid Transit Bus Pass Subsidy

CS2020-24 McIntosh/Kirwan: THAT the City of Greater Sudbury approves the utilization of the Children Services reserve to offset the projected provincial child care administration funding reduction for the 2021 budget year, as outlined in the report entitled "2021 Provincial Child Care Administration Funding Reduction", from the General Manager of Community Development, presented at the Community Services Committee meeting on November 16, 2020.

CARRIED

2021 Provincial Child Care Administration Funding Reduction

CS2020-25 Leduc/Kirwan: THAT the City of Greater Sudbury directs staff to prepare a business case to support funding for the Children's Aid Society as defined in option number 1 - Concession Fare Rate, and as outlined in the Report entitled "Children's Aid Transit Bus Pass Subsidy", from the General Manager of Community Development, presented at the Community Services Committee Meeting on November 16, 2020, for consideration for inclusion in the 2021 municipal budget process.

CARRIED

Matters Arising from Finance and Administration Committee

November 17, 2020

Councillor Jakubo, as Chair of the Finance and Administration Committee, reported on the matters arising from the Finance and Administration Committee meeting of November 17, 2020.

The following resolution was presented:

CC2020-301 Jakubo/McIntosh: THAT the City of Greater Sudbury approves Finance and Administration Committee resolutions FA2020-69 to FA2020-73 inclusive from the meeting of November 17, 2020.

CARRIED

The following are the Finance and Administration Committee resolutions:

Economic Recovery Action Items

FA2020-69 Bigger/Kirwan: THAT the City of Greater Sudbury directs staff to incorporate the action items into the 2021 Work Plan, as outlined in the report entitled "Economic Recovery Action Items", from the General Manager of Growth and Infrastructure, presented at the Finance and Administration Committee meeting on November 17, 2020.

CARRIED

Community Improvement Plans - 2020 Intake and Status Update

Resolution 1:

FA2020-70 Signoretti/Lapierre: THAT the City of Greater Sudbury directs staff to prepare a business case for the 2021 Budget for the twelve (12) eligible and complete applications received as part of the 2020 Community Improvement Plan Intake;

AND THAT the City of Greater Sudbury directs staff to request a Stage 2 proposal of the proponents from the 300 Elgin Block application to be submitted by January 15, 2021, as outlined in the report entitled "Community Improvement Plans – 2020 Intake and Status Update", from the General Manager of Growth and Infrastructure, presented at the Finance and Administration Committee meeting on November 17, 2020.

CARRIED

Resolution 2:

FA2020-71 Lapierre/Signoretti: THAT the City of Greater Sudbury directs staff to allow executed CIP agreements, where the project has not commenced, to lapse on December 31, 2020, as outlined in the report entitled "Community Improvement Plans – 2020 Intake and Status Update", from the General Manager of Growth and Infrastructure, presented at the Finance and Administration Committee meeting on November 17, 2020.

CARRIED

Resolution 3:

FA2020-72 Sizer/Signoretti: THAT the City of Greater Sudbury rescinds all 2017-2019

Community Improvement Plan approvals, and amends the necessary by-laws, where the implementing agreements have not been executed by the applicant by January 15, 2021; AND THAT the City of Greater Sudbury directs staff to contribute any unspent CIP funds to the Tax Rate Stabilization Reserve - Committed, as outlined in the report entitled "Community Improvement Plans – 2020 Intake and Status Update", from the General Manager of Growth and Infrastructure, presented at the Finance and Administration Committee meeting on November 17, 2020.

CARRIED

Resolution 4:

FA2020-73 McIntosh/Signoretti: THAT the City of Greater Sudbury approves a Feasibility Study Grant application for up to \$5,000 under the existing Town Centre Community Improvement Plan for 519 Notre-Dame Ave, Sudbury, as outlined in the report entitled "Community Improvement Plans – 2020 Intake and Status Update", from the General Manager of Growth and Infrastructure, presented at the Finance and Administration Committee meeting on November 17, 2020.

CARRIED

Matters Arising from Operations Committee

November 16, 2020

Councillor McIntosh, as Chair of the Operations Committee, reported on the matters arising from the Operations Committee meeting of November 16, 2020.

Rules of Procedure

Resolution OP2020-28 was dealt with separately as it was defeated at committee.

The following resolution was presented:

CC2020-302 McIntosh/Signoretti: THAT the City of Greater Sudbury approves Operations Committee resolutions OP2020-27 and OP2020-29 to OP2020-31 inclusive from the meeting of November 16, 2020.

CARRIED

The following are the Operations Committee resolutions:

Traffic and Parking By-law Amendment - Designated Centre Lane of Roadway for Left Turns Only on Elm Street

OP2020-27 Signoretti/Leduc: THAT the City of Greater Sudbury designates the centre lane of Elm Street for left turns only from 190 metres west of Ethelbert Street to Regent Street/Beatty Street;

AND THAT the City of Greater Sudbury directs staff to prepare a by-law to amend Traffic and Traffic and Parking By-law 2010-1 in the City of Greater Sudbury to implement the recommended changes, as outlined in the report entitled "Traffic and Parking By-law Amendment – Designated Centre Lane of Roadway for Left Turns Only on Elm Street", from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on November 16, 2020.

CARRIED

Open Streets in Greater Sudbury

OP2020-29 Kirwan/McCausland: THAT the City of Greater Sudbury direct staff to explore opportunities to expand the Open Streets program to consider alternative municipal streets to Maley Drive and host future car-free events in 2022 and beyond, as outlined in the report entitled "Open Streets in Greater Sudbury", from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on November 16, 2020.

CARRIED

Request for traffic calming study - Attlee Avenue and Westmount Avenue

OP2020-30 Leduc/Kirwan: WHEREAS speed humps have proven effective in reducing speeds on local roads as part of traffic calming measures;

AND WHEREAS residents along Attlee Avenue, between Soloy Drive and Stonegate Drive, as well as on Westmount Avenue between Barrydowne Road and Attlee Avenue are very concerned about excessive traffic and speeds along those corridors and have requested that speed humps be installed in those locations;

AND WHEREAS speed humps have successfully been installed on Attlee Avenue near Lasalle Boulevard;

AND WHEREAS the traffic calming priority list is currently being reviewed and Westmount Avenue may be added to that list;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury direct staff to conduct a traffic calming study for Attlee Avenue, between Soloy Drive and Stonegate Drive, as well as on Westmount Avenue between Barrydowne Road and Attlee Avenue.

CARRIED

Request for a business case to create an Urban Forest Master Plan

OP2020-31 McIntosh/McCausland: WHEREAS trees are a valued asset and should be retained and maintained to keep them healthy;

AND WHEREAS trees in urban areas provide environmental benefits including air and water quality improvements, stormwater retention, summer cooling of the built environment, decreased soil erosion, carbon sequestration, wildlife habitat, shade canopy and beautification of our streets and neighbourhoods;

AND WHEREAS the City of Greater Sudbury's Official Plan supports the enhancement of the urban tree canopy through the development of a municipal tree planting initiative to increase the tree cover in the City's Living Areas and Employment Areas, as well as the retention of trees and major woodlots on private lands, whenever possible, as a method of maintaining visual relief and conserving natural resources;

AND WHEREAS on May 28th, 2019, Council for the City of Greater Sudbury unanimously passed a resolution declaring a climate emergency, reaffirming the City's action as a strategic priority, and directing the creation of a Climate Change Adaptation & Mitigation Plan;

AND WHEREAS on September 22nd, 2020, Council for the City of Greater Sudbury unanimously approved the Greater Sudbury Community Energy and Emissions Plan (CEEP) and authorized staff to proceed with next steps in the implementation of the CEEP, which includes Goal 18 – to increase the reforestation efforts of the Regreening Program to provide trees to sequester enough carbon to bridge the emissions gap remaining after

Reduce-Improve-Switch actions have been taken;

AND WHEREAS site alteration or development activity should, whenever possible, consider a site's existing natural features such as trees in the proposal;

AND WHEREAS an Urban Forest Master Plan could create positive changes that would lead to:

- Changes in Right of Way Strategic Plans, and corresponding budget implications to manage right of way trees;
- Changes in the Official Plan and Zoning By-law to incorporate land use policy objectives and development adaptations;
- Make the community more resilient to impacts of climate change such as invasive species and flooding;
- Reduce greenhouse gas emissions through the promotion of carbon sequestering;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury direct staff to present a business case for Council's consideration during the 2021 budget deliberations to develop an Urban Forest Master Plan.

CARRIED

Open Streets in Greater Sudbury

OP2020-28 was dealt with separately:

The following resolution was presented:

CC2020-303 (OP2020-28) Signoretti/Kirwan: THAT the City of Greater Sudbury directs staff to prepare a business case for consideration during the 2021 Budget process to host four Open Streets events on Maley Drive in 2021 at a total cost of \$40,000, from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on November 16, 2020.

Rules of Procedure

A Recorded Vote was held:

NAYS: Councillors Signoretti, Vagnini, Montpellier, McCausland, Kirwan, Lapierre, Jakubo, Sizer, McIntosh, Cormier, Leduc, Landry-Altman

DEFEATED

Councillor Vagnini departed at 6:52 p.m.

Matters Arising from Planning Committee

November 23, 2020

Councillor Cormier, as Chair of the Planning Committee, reported on the matters arising from the Planning Committee meeting of November 23, 2020.

Rules of Procedure

Councillor Leduc requested that Planning Committee resolution PL2020-154 be pulled and

dealt with separately.

Declarations of Pecuniary Interest

Councillor Signoretti declared a conflict of interest for item PL2020-154 as his was on the board of the Canadian Mental Health Association (CMHA) at the time this item was originally passed.

The following resolution was presented:

CC2020-304 Cormier/McCausland: THAT the City of Greater Sudbury approves Planning Committee resolutions PL2020-151 to PL2020-153 and PL2020-155 to PL2020-157 and PL2020-159 to to PL2020-162 inclusive from the meeting of November 23, 2020.

CARRIED

The following are the Planning Committee resolutions:

380 Second Avenue North, Sudbury

PL2020-151 Kirwan/Sizer: THAT the City of Greater Sudbury approves the application by Barrydowne Animal Hospital to amend Zoning By-law 2010-100Z by changing the zoning classification from "H14C2(80)", Holding General Commercial Special to a revised "C2(80)", General Commercial Special on lands described as PIN 73573-0006, Parcel 53669 S.E.S., Parts 1, 3 & 4, Plan 53R-15217 in Lot 12, Concession 4, Township of Neelon, as outlined in the report entitled "380 Second Avenue North, Sudbury", from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on November 23, 2020, subject to the following conditions:

a) That the H14 holding provision be deleted; and,

b) That the "C2(80)", General Commercial Special zoning be amended in order to permit the following uses:

art gallery, commercial recreation centre, commercial school, custom print or copy shop, institutional use, office, personal service shop, pet grooming establishment, pharmacy, residential uses as permitted under Table 7.1, restaurant, retail store, scientific or medical laboratory, veterinary clinic and related accessory uses.

CARRIED

0 Gravel Drive, Hanmer

Resolution Regarding Official Plan Amendment:

PL2020-152 Kirwan/McCausland: THAT the City of Greater Sudbury approves the application by Michael and Carole Leblanc to amend the Official Plan for the City of Greater Sudbury in order to facilitate the creation of one new rural lot with both the proposed severed and retained lands having a minimum of 61 metres of lot frontage onto a public road, on those lands described as PINs 73504-3070 & 73504-3071, Parcel 18575, Part 1, Plan 53R-20725, as outlined in the report entitled "0 Gravel Drive, Hanmer", from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on November 23, 2020.

CARRIED

Resolution Regarding Rezoning:

PL2020-153 Kirwan/Landry-Altmann: THAT the City of Greater Sudbury approves the application by Michael and Carole Leblanc to amend By law 2010-100Z being the Zoning By

law for the City of Greater Sudbury by changing the zoning classification on a portion of the lands from “RU”, Rural to “RU(S)”, Rural Special, on those lands described as PINs 73504-3070 & 73504-3071, Parcel 18575, Part 1, Plan 53R-20725, as outlined in the report entitled “0 Gravel Drive, Hanmer”, from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on November 23, 2020, subject to a condition that the amending zoning by-law contain a site-specific development standard permitting minimum lot frontages of 61 metres.

CARRIED

Purchase of Land – MR 35, Chelmsford

PL2020-155 Sizer/McCausland: THAT the City of Greater Sudbury authorize the purchase of part of 4446 Municipal Road 35, Chelmsford, legally described as part of PIN's 73347-0908(LT) and 73347-0038(LT) being Parts 1, 2 and 3, Plan 53R-21288, Township of Rayside;

AND THAT the acquisition be funded from the Municipal Road 35. Road Capital Project Account;

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

CARRIED

PL2020-156 Kirwan/Landry-Altmann: THAT the City of Greater Sudbury authorize the purchase of part of 4496 Municipal Road 35, Chelmsford, legally described as part of PIN 73347-1276(LT), Part 5, Plan 53R-21288, Township of Rayside;

AND THAT the acquisition be funded from the Municipal Road 35. Road Capital Project Account;

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

CARRIED

PL2020-157 Sizer/Landry-Altmann: THAT the City of Greater Sudbury authorize the purchase of part of 4514 Municipal Road 35, Chelmsford, legally described as part of PIN 73347-0866(LT), being Parts 1 and 2, Plan 53R-21300 and Part 4, Plan 53R-21288, Township of Rayside;

AND THAT the acquisition be funded from the Municipal Road 35. Road Capital Project Account;

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

CARRIED

Cote Boulevard, Hanmer

PL2020-159 Kirwan/Sizer: THAT the City of Greater Sudbury's delegated official be directed to amend the conditions of draft approval for the draft plan of subdivision on lands described as Part of PIN 73508-1102, Part of Parcel 698 S.E.S., in Lot 12, Concession 3, Township of Capreol, City of Greater Sudbury, File 780 7/08006, in the report entitled “Cote Boulevard, Hanmer”, from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on November 23, 2020, as follows:

a) By deleting Condition #10 and replacing it with the following:

“That this draft approval shall lapse on September 30, 2022.”

b) By deleting Condition #13 and replacing it with the following:

“That Street E will require a sidewalk to be constructed on both sides of the roadway as it will be designated a Collector Road.”

c) By adding the following to Condition #19:

“The geotechnical engineer will be required to address On-site and Excess Soil Management when O. Reg. 406/19 comes into force. A soils caution agreement shall be registered on title, if required, to the satisfaction of the Chief Building Official and the City Solicitor. The owner shall be responsible for the legal costs of preparing and registering the agreement.”

d) By adding the following to Condition #20:

“A lot grading agreement shall be registered on title, if required, to the satisfaction of the Director of Planning Services and the City Solicitor. The owner shall be responsible for the legal costs of preparing and registering the agreement.”

e) By deleting Condition #21 and adding the following as Condition #35:

“A stormwater management report and associated plans must be submitted by the Owner’s Consulting Engineer for approval by the City. The report must address the following requirements:

- The underground storm sewer system within the plan of subdivision must be designed to accommodate and/or convey the minor storm flow, that is, the rainfall runoff resulting from the subject site and any external tributary areas using the City’s 5 year design storm. The permissible minor storm discharge from the subject development must be limited to the existing pre-development site runoff resulting from a 5 year design storm. Any resulting post development runoff in excess of this permissible discharge rate must be controlled and detained within the plan of subdivision.
- The underground storm sewer system within future right-of-way classified as collector, within the plan of subdivision must be designed to accommodate and/or convey the minor storm flow, that is, the rainfall runoff resulting from the subject site and any external tributary areas using the City’s 10 year design storm.
- The overland flow system within the plan of subdivision must be designed to accommodate and/or convey the major storm flow, that is, the rainfall runoff resulting from the subject site and any external tributary areas using the City’s 100 year design storm or Regional storm event, whichever is greater, without causing damage to proposed and adjacent public and private properties. The permissible major storm discharge from the subject development must be limited to the existing pre-development runoff resulting from a 100 year design storm or Regional storm event, whichever is greater.
- “Enhanced” level must be used for the design of stormwater quality controls as defined by the Ministry of the Environment, Conservation and Parks.
- Stormwater management must follow the recommendations of the Whitson RiverSubwatershed Study.

- The drainage catchment boundary including external tributary catchments and their respective area must be clearly indicated with any stormwater management plan.
- The final grading of the lands shall be such that the surface water originating on or tributary to the said lands, including roof water from buildings and surface water from paved areas, will be discharged in a manner satisfactory to the General Manager of Growth and Infrastructure.
- Minor storm drainage from the plan of subdivision shall not be drained overland onto adjacent properties.
- Existing drainage patterns on adjacent properties shall not be altered unless explicit permission is granted.

The owner shall be responsible for the design and construction of any required stormwater management works to the satisfaction of the General Manager of Growth and Infrastructure as part of the servicing plans for the subdivision and the owner shall dedicate the lands for stormwater management works as a condition of this development.

f) By adding the following as Condition #36:

“That Streets F, A, B, C and D must connect to St. Michel Street as part of the development.”

g) By adding the following as Condition #37:

“That in accordance with Section 59(4) of the Development Charges Act, a notice of agreement shall be registered on title to ensure that persons who first purchase the subdivided land after registration of the plan of subdivision are informed, at the time the land is transferred, of all development charges related to development.”

h) By adding the following as Condition #38:

“That prior to the signing of the final plan, the owner shall satisfy Canada Post with respect to mail delivery facilities for the site.”

CARRIED

Kingsway Boulevard, Sudbury

PL2020-160 Kirwan/Sizer: THAT the City of Greater Sudbury’s delegated official be directed to amend the conditions of draft approval for a plan of subdivision on those lands described as PINs 73561-0258, 73561-0261 & 73561-0264, Lots 9 & 10, Concession 4, Township of Neelon, File # 780-6/10002, in the report entitled “Kingsway Boulevard, Sudbury”, from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on November 23, 2020, upon payment of the City’s processing fee in the amount of \$2266.17, as follows:

1. In Conditions #2, 3, 4, 5, 7, and 28 by replacing the word ‘Municipality’ or ‘City of Greater Sudbury’ with ‘City’;

2. By deleting Condition #18 and replacing it with the following:

“18. A stormwater management report and associated plans must be submitted by the Owner’s Consulting Engineer for approval by the City and the Nickel District Conservation Authority. The report must address the following requirements:

- The underground storm sewer system within the plan of subdivision must be designed to accommodate and/or convey the minor storm flow, that is, the rainfall runoff resulting from the

subject site and any external tributary areas using the City's 5 year design storm. The permissible minor storm discharge from the subject development must be limited to the existing pre-development site runoff resulting from a 5 year design storm. Any resulting post development runoff in excess of this permissible discharge rate must be controlled and detained within the plan of subdivision.

- The underground storm sewer system within future right-of-way classified as collector, within the plan of subdivision must be designed to accommodate and/or convey the minor storm flow, that is, the rainfall runoff resulting from the subject site and any external tributary areas using the City's 10 year design storm.
- The overland flow system within the plan of subdivision must be designed to accommodate and/or convey the major storm flow, that is, the rainfall runoff resulting from the subject site and any external tributary areas using the City's 100 year design storm or Regional storm event, whichever is greater, without causing damage to proposed and adjacent public and private properties. The permissible major storm discharge from the subject development must be limited to the existing pre-development runoff resulting from a 100 year design storm or Regional storm event, whichever is greater.
- "Enhanced" level must be used for the design of stormwater quality controls and 20% overcontrol of peak flows as defined by the Ministry of the Environment, Conservation and Parks.
- Stormwater management must follow the recommendations of the Ramsey Lake Subwatershed Study.
- The drainage catchment boundary including external tributary catchments and their respective area must be clearly indicated with any stormwater management plan.
- The final grading of the lands shall be such that the surface water originating on or tributary to the said lands, including roof water from buildings and surface water from paved areas, will be discharged in a manner satisfactory to the General Manager of Growth and Infrastructure.
- Minor storm drainage from the plan of subdivision shall not be drained overland onto adjacent properties.
- Existing drainage patterns on adjacent properties shall not be altered unless explicit permission is granted.

The owner shall be responsible for the design and construction of any required stormwater management works to the satisfaction of the General Manager of Growth and Infrastructure as part of the servicing plans for the subdivision and the owner shall dedicate the lands for stormwater management works as a condition of this development."

3. By deleting Condition #10 and replacing it with the following:

"10. That this draft approval shall lapse on October 26, 2022."

4. By deleting Condition #25 and replacing it with the following:

"25. That the applicant/owner shall provide to the City, as part of the submission of servicing plans a Sediment and Erosion Control Plan detailing the location and types of sediment and erosion control measures to be implemented during the construction of each phase of the project. Said plan shall be to the satisfaction of the General Manager of Growth and Infrastructure and the Nickel District Conservation Authority. The siltation control shall remain

in place until all disturbed areas have been stabilized. All sediment and erosion control measures shall be inspected daily to ensure that they are functioning properly and are maintained and/or updated as required. If the sediment and erosion control measures are not functioning properly, no further work shall occur until the sediment and/or erosion problem is addressed.”

5. In Condition #34 and 37, by replacing the word ‘developer’ with ‘owner’.

6. In Condition #9 and 39, by adding the word ‘Services’ after the words ‘Director of Planning’.

7. In Condition #40, by deleting the reference to the General Manager of Growth and Development.

CARRIED

185 & 227 Lorne Street, Sudbury

PL2020-161 Kirwan/Sizer: THAT the City of Greater Sudbury approves the application by Oldenburg Inc. to extend the approval of a Zoning By-law Amendment Application, File #751-6/15-26, on those lands described as PINs 73585-0909 & 73585-1128 & Part of PIN 73585-1085, Lots 88 & 89, Plan M-31S, Part of Alder Street Located South of Victoria Street & North of Willow Street, Lot 6, Concession 3, Township of McKim, for a period of one year until November 22, 2021, as outlined in the report entitled “185 & 227 Lornes Street, Sudbury”, from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on November 23, 2020.

CARRIED

Commercial Vehicle Parking Standards

PL2020-162 Sizer/Landry-Altmann: THAT the City of Greater Sudbury directs staff to initiate an amendment to the Zoning By-law to permit commercial vehicle (tow truck) parking within the Agricultural and Rural Zones, as outlined in the report entitled "Commercial Vehicle Parking Standards", from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on November 23, 2020.

CARRIED

Lourdes Street, Sudbury

PL2020-154 was dealt with separately.

Councillor Signoretti, having declared a conflict of interest in the foregoing matter, did not take part in the discussion or vote on the matter.

The following resolution was presented:

CC2020-305 Sizer/Kirwan (PL2020-154): Sizer/Kirwan: THAT the City of Greater Sudbury authorize the sale of 291 Lourdes Street, Sudbury, legally described as PIN 73583-0183(LT) and PIN 73584-0882(LT), City of Greater Sudbury;

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

AND THAT the net proceeds of the sale are credited to the Capital Financing Reserve Fund -General.

Rules of Procedure

A Recorded Vote was held:

YEAS: Councillors Montpellier, McCausland, Lapierre, Jakubo, Sizer, McIntosh, Cormier, Leduc, Landry-Altmann

NAYS: Councillors Kirwan, Leduc

CARRIED

December 14, 2020

Councillor Cormier, as Chair of the Planning Committee, reported on the matters arising from the Planning Committee meeting of November 23, 2020.

The following resolution was presented:

CC2020-306 Cormier/McCausland: THAT the City of Greater Sudbury approves Planning Committee resolutions PL2020-164 and PL2020-165 from the meeting of December 14, 2020.

CARRIED

The following are the Planning Committee resolutions:

Moonlight Ridge Subdivision, Sudbury

PL2020-164 Kirwan/Sizer: THAT the City of Greater Sudbury approves the application by Dalron Construction Limited to amend Zoning By-law 2010-100Z by changing the zoning classification from "R1-5", Low Density Residential One to "R2-2 Special", Low Density Residential Two Special on lands described as Part of PINs 73575-0516 and 73575-0664, Part of Parts 6 & 9, Plan 53R-19231, Parts 1 to 4, Plan 53R-20294 in Lot 9, Concession 3, Township of Neelon, as outlined in the report entitled "Moonlight Ridge Subdivision, Sudbury", from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on December 14, 2020, subject to the following conditions:

- a) That prior to the adoption of the amending by-law, the owner shall provide the Development Approvals Section with a final plan of survey in order to enact the amending by-law. Proposed Lot 7 shall be identified as a separate part on the plan in order to implement the necessary site-specific relief;
- b) That the amending by-law include the following site-specific provisions:
 - i) The minimum rear yard on proposed Lot 7 shall be 3.7 metres; and,
 - ii) The minimum lot depth on proposed Lot 7 shall be 25 metres.
- c) Conditional approval shall lapse on December 15, 2022 unless Condition a) above has been met or an extension has been granted by Council.

CARRIED

Proposed Zoning By-law Amendment for Commercial Parking Standards and the Shopping Centre Commercial Zone

PL2020-165 McCausland/Kirwan: THAT the City of Greater Sudbury approves the attached by-law which introduces residential uses in the C5 Zone and revisions to commercial parking standards, as outlined in the report entitled "Proposed Zoning By-law Amendment for Commercial Parking Standards and the Shopping Centre Commercial Zone", from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting

on December 14, 2020;

THAT Appendix 3 of the draft by-law showing GOVA routes 1 + 2 be deleted;

AND THAT section 5.3.1 delete any reference to GOVA Routes 1 + 2 and Appendix 3.

CARRIED

Adopting, Approving or Receiving Items in the Consent Agenda

The following resolution was presented:

CC2020-307 Cormier/Jakubo: THAT the City of Greater Sudbury approves Consent Agenda items C-1 to C-6.

CARRIED

The following are the Consent Agenda Items:

Minutes

C-1 Finance and Administration Committee Minutes of October 20, 2020

CC2020-308 Cormier/Jakubo: THAT the City of Greater Sudbury adopts the Finance and Administration Committee meeting of October 20, 2020.

CARRIED

C-2 Finance and Administration Committee Minutes of November 3, 2020

CC2020-309 Cormier/Jakubo: THAT the City of Greater Sudbury adopts the Finance and Administration Committee meeting minutes of November 3, 2020.

CARRIED

C-3 Planning Committee Minutes of November 9, 2020

CC2020-310 Cormier/Jakubo: THAT the City of Greater Sudbury adopts the Planning Committee meeting minutes of November 9, 2020.

CARRIED

C-4 City Council Minutes of November 10, 2020

CC2020-311 Cormier/Jakubo: THAT the City of Greater Sudbury adopts the City Council meeting minutes of November 10, 2020.

CARRIED

C-5 Operations Committee Minutes of November 16, 2020

CC2020-312 Cormier/Jakubo: THAT the City of Greater Sudbury adopts the Operations Committee meeting minutes of November 16, 2020.

CARRIED

CC2020-313 Cormier/Jakubo: THAT the City of Greater Sudbury adopts the Community Services Committee meeting minutes of November 16, 2020.

CARRIED

Correspondence for Information Only

I-6 Homelessness Consultation in Greater Sudbury

Report dated December 2, 2020 from the General Manager of Community Development regarding Homelessness Consultation in Greater Sudbury.

For Information Only.

Councillor Vagnini returned at 7:33 p.m.

Members' Motions

M-1 Warming Station Services

Motion for Deferral

Councillor Landry-Altmann moved to refer this item to the Special Finance and Administration Committee meeting of December 21, 2020.

A Recorded Vote was held:

YEAS: Councillors Signoretti, Vagnini, Montpellier, McCausland, Kirwan, Lapierre, McIntosh, Cormier, Leduc, Landry-Altmann

NAYS: Councillors Jakubo, Sizer

REFERRED

M-2 Request For Amendment to By-Law 2010-1 To Permit On-Street Parking On Prete Street

The following resolution was presented:

CC2020-314 Cormier/McIntosh: WHEREAS parking is currently prohibited on both sides of Prete Street between Benny Street and Connaught Avenue;

AND WHEREAS there are a number of multi-unit buildings on Prete Street;

AND WHEREAS the parking restrictions are creating challenges for visitors of those multi-unit buildings, often home and health care service providers, who have nowhere to park;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to present a by-law at the January 12th, 2021 City Council meeting to amend Traffic and Parking By-law 2010-1, as amended, to permit on street parking on the East side of Prete Street, between 15 meters south of Benny Street to 46 meters south of Benny Street.

CARRIED

Studying a Complete Renovation of the Sudbury Community Arena

The following resolution was presented:

CC2020-315 McCausland/Signoretti: WHEREAS a local architecture company, 3rd Line Studio, has developed a plan to renovate the Sudbury Community Arena into a multi-function event centre, and to do so for as little as 60% of the cost of building a new multi-function event centre;

AND WHEREAS the 3rdLine Studio plan, entitled Project Now, also includes an indoor parking facility which could address an identified parking need in Downtown Sudbury;

AND WHEREAS realizing up to 40% savings by renovating the historic Sudbury Community Arena into a multi-function event centre would potentially save up to \$40 million that the city could invest in other community recreation and infrastructure projects;

AND WHEREAS it has been proposed that design and engineering work on Project Now could begin immediately and construction could proceed without negatively affecting the operations of the Sudbury Wolves and Sudbury Five over a three-year construction period;

THEREFORE BE ITRESOLVED that the City of Greater Sudbury Council instruct the City's Large Projects Steering Committee to evaluate the Project Now plan and report back to council in the form of a report focusing on answering four questions:

1. Will the Project Now plan result in a multi-function event centre suitable to the city's needs as prescribed in the 2017 PWC report?;
2. Are the timelines associated with the Project Now plan feasible?;
3. What implications, if any, does the Project Now plan present that address the City's ongoing plans to address downtown parking needs or the City's other Large Projects?;
4. Is the cost structure of the Project Now plan reasonable for developing a clear understanding about the level of financing required for the plan's full cost?

AND THAT this evaluation include liaising with the Project Now team, and review of previous staff reports on renovating the Sudbury Community Arena;

AND THAT this report be presented to council at the January 12th, 2021 City Council meeting.

Rules of Procedure

Councillor McCausland presented a friendly amendment to include "5. To identify whether the Project Now plan would be eligible for Federal and Provincial Funding programs for energy retrofits."

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

CC2020-315 McCausland/Signoretti: WHEREAS a local architecture company, 3rd Line Studio, has developed a plan to renovate the Sudbury Community Arena into a multi-function event centre, and to do so for as little as 60% of the cost of building a new multi-function event centre;

AND WHEREAS the 3rdLine Studio plan, entitled Project Now, also includes an indoor parking facility which could address an identified parking need in Downtown Sudbury;

AND WHEREAS realizing up to 40% savings by renovating the historic Sudbury Community

Arena into a multi-function event centre would potentially save up to \$40 million that the city could invest in other community recreation and infrastructure projects;

AND WHEREAS it has been proposed that design and engineering work on Project Now could begin immediately and construction could proceed without negatively affecting the operations of the Sudbury Wolves and Sudbury Five over a three-year construction period;

THEREFORE BE ITRESOLVED that the City of Greater Sudbury Council instruct the City's Large Projects Steering Committee to evaluate the Project Now plan and report back to council in the form of a report focusing on answering four questions:

1. Will the Project Now plan result in a multi-function event centre suitable to the city's needs as prescribed in the 2017 PWC report?;
2. Are the timelines associated with the Project Now plan feasible?;
3. What implications, if any, does the Project Now plan present that address the City's ongoing plans to address downtown parking needs or the City's other Large Projects?;
4. Is the cost structure of the Project Now plan reasonable for developing a clear understanding about the level of financing required for the plan's full cost?
5. To identify whether the Project Now plan would be eligible for Federal and Provincial Funding programs for energy retrofits.

AND THAT this evaluation include liaising with the Project Now team, and review of previous staff reports on renovating the Sudbury Community Arena;

AND THAT this report be presented to council at the January 12th, 2021 City Council meeting.

Rules of Procedure

A Recorded Vote was held:

YEAS: Councillors Signoretti, Montpellier, McCausland, Lapierre, McIntosh, Cormier

NAYS: Councillors Vagnini, Kirwan, Jakubo, Sizer, Leduc, Landry-Altmann
LOST

Resolution to Proceed past 9:25 p.m.

CC2020-316 McIntosh: THAT this meeting proceeds past the hour of 9:25 p.m.

Rules of Procedure

A Recorded Vote was held:

YEAS: Councillors Vagnini, Montpellier, Kirwan, Cormier, Leduc, Landry-Altmann

NAYS: Councillors Signoretti, McCausland, Lapierre, Jakubo, Sizer, McIntosh
DEFEATED

By-Laws

The following resolution was presented:

CC2020-317 Cormier/Jakubo: THAT the City of Greater Sudbury read and pass By-law 2020-170 to and including By-law 2020-192.

CARRIED

The following are the by-laws:

2020-170 A By-law of the City of Greater Sudbury to Confirm the Proceedings of Council at its Meeting of December 15th, 2020

2020-171 A By-law of the City of Greater Sudbury to Amend By-law 2017-5 being a By-law of the City of Greater Sudbury Respecting the Delegation of Authority to Various Employees of the City

(This by-law updates the Delegation By-law with respect to the title for the Director of Long Term Care Services (Pioneer Manor) and to provide authority to sign the Pioneer Manor Admission Agreement.)

2020-172 A By-law of the City of Greater Sudbury to Amend By-law 2018-121 being A By-law of the City of Greater Sudbury Respecting the Appointment of Officials of the City
(This by-law updates certain appointments to reflect staff changes.)

2020-173 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
Operations Committee Resolutions #OP2020-27
(This by-law amends By-law 2010-1 to reflect current parking and traffic regulations.)

2020-174 A By-law of the City of Greater Sudbury to Levy and Collect Omitted and Supplementary Realty Taxes for the Year 2021
(This by-law authorizes the 2021 omitted and supplementary tax billing and sets the dates for omitted and supplementary assessments added after each of June 1, July 1, August 1, September 1, October 1, November 1 and December 1, 2021.)

Report dated November 5, 2020 from the General Manager of Corporate Services regarding 2021 Omitted and Supplementary Tax Billing.

2020-175 A By-law of the City of Greater Sudbury to set an Interim Tax Levy and Tax Billing Dates Prior to the Development of the 2021 Tax Policy
(Section 317(1) of the Municipal Act, 2001, provides the authority for an interim tax levy prior to the adoption of the final estimates. For 2021 the interim due dates have been established as March 1st and April 1st, 2021.)

Report dated November 13, 2020 from the General Manager of Corporate Services regarding 2021 Interim Tax Billing.

- 2020-176 A By-law of the City of Greater Sudbury to Authorize the Neighbourhood Association Grants for the Year 2020
(This By-law authorizes the making of grants to Neighbourhood Associations for the 2020 calendar year.)

Report dated November 23, 2020 from the General Manager of Community Development regarding 2020 Neighbourhood Association Annual Grant Allocation By-Law.
- 2020-177 A By-law of the City of Greater Sudbury to Amend By-law 2018-80 being A By-law of the City of Greater Sudbury to Authorize Grants Under the Downtown Sudbury Community Improvement Plan
Finance and Administration Committee Resolution #FA2020-72
(This amending By-law implements a deadline of January 15, 2021 for execution of implementing agreements provided for in By-law 2018-80 being A By-law of the City of Greater Sudbury to Authorize Façade Improvement Grants Under the Downtown Sudbury Community Improvement Plan.)
- 2020-178 A By-law of the City of Greater Sudbury to Amend By-law 2019-67 being A By-law of the City of Greater Sudbury to Authorize Façade Improvement Grants Under the Downtown Sudbury Community Improvement Plan
Finance and Administration Committee Resolution #FA2020-72
(This amending By-law implements a deadline of January 15, 2021 for execution of implementing agreements provided for in By-law 2019-67 being A By-law of the City of Greater Sudbury to Authorize Grants Under the Downtown Sudbury Community Improvement Plan.)
- 2020-179 A By-law of the City of Greater Sudbury to Amend By-law 2019-82 being A By-law of the City of Greater Sudbury to Authorize Grants Under the Downtown Sudbury Community Improvement Plan
Finance and Administration Committee Resolution #FA2020-72
(This amending By-law implements a deadline of January 15, 2021 for execution of implementing agreements provided for in By-law 2019-82 being A By-law of the City of Greater Sudbury to Authorize Grants Under the Downtown Sudbury Community Improvement Plan.)
- 2020-180 A By-law of the City of Greater Sudbury to Amend By-law By-law 2019-102 being 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 #FA2020-72
(This amending By-law implements a deadline of January 15, 2021 for execution of implementing agreements provided for in By-law By-law 2019-102 being A By-law of the City of Greater Sudbury to Authorize Grants Under the Greater Sudbury Brownfield Strategy and Community Improvement Plan.)

- 2020-181 A By-law of the City of Greater Sudbury to Amend By-law By-law 2019-102 being 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 #FA2020-72
(This amending By-law implements a deadline of January 15, 2021 for execution of implementing agreements provided for in By-law By-law 2019-102 being A By-law of the City of Greater Sudbury to Authorize Grants Under the Greater Sudbury Brownfield Strategy and Community Improvement Plan.)
- 2020-182 A By-law of the City of Greater Sudbury to Declare Certain Parcels of Land to be Part of the City Road System
(This by-law is presented to Council from time to time. It provides for all the small “bits and pieces” of roadway that have been purchased or otherwise acquired by the City for road purposes to be formally declared as roads.)
- 2020-183 A By-Law of the City of Greater Sudbury to Designate the Property Municipally Known as 162 MacKenzie Street as a Property of Cultural Heritage Value or Interest Under Section 29, Part IV of the Ontario Heritage Act
City Council Resolution #CC2020-266
(This by-law designates 162 MacKenzie Street, Sudbury as a property of Cultural Heritage Value or Interest.)
- 2020-184 A By-law of the City of Greater Sudbury to Authorize the Sale of 291 Lourdes Street in Sudbury Described as PIN 73583-0183(LT) and PIN 73584-0882(LT) to 2380363 Ontario Limited
Planning Committee Resolution #PL2020-154
(This by-law authorized the sale of 291 Lourdes Street, Sudbury and delegates authority to sign all documents necessary to effect the sale.)
- 2020-185 A By-law of the City of Greater Sudbury to Authorize the Purchase of Part of 4446 Municipal Road 35, Chelmsford Described as Parts 1, 2 and 3, Plan 53R-21288 from Daniel Caza
Planning Committee Resolution #PL2020-155
(This by-law authorizes the acquisition of part of 4446 MR 35, Chelmsford as part of the MR35 Road Widening and Watermain Improvement project.)
- 2020-186 A By-law of the City of Greater Sudbury to Authorize the Purchase of Part of 4496 Municipal Road 35, Chelmsford Described as Part 5, Plan 53R-21288 from Airtech 1 Inc.
Planning Committee Resolution #PL2020-155
(This by-law authorizes the acquisition of part of 4496 MR 35, Chelmsford as part of the MR35 Road Widening and Watermain Improvement project.)

- 2020-187 A By-law of the City of Greater Sudbury to Authorize the Purchase of Part of 4514 Municipal Road 35, Chelmsford Described as Parts 1 and 2 on Plan 53R-21300 and Part 4, Plan 53R-21288 from Cindy Poulin and Guy Poulin
Planning Committee Resolution #PL2020-157
(This by-law authorizes the acquisition of part of 4514 MR 35, Chelmsford as part of the MR35 Road Widening and Watermain Improvement project.)
- 2020-188 A By-law of the City of Greater Sudbury to Close Part of the Unopened Dufferin Street in Sudbury Described PIN 02135-0260, Being Part of Block B, Plan 3SA
Planning Committee Resolution #PL2020-143
(This by-law closes up part of unopened Dufferin Street, Sudbury to make the lands available for use as a municipal parking lot.)
- 2020-189P A By-law of the City of Greater Sudbury to Adopt Official Plan Amendment No. 109 to the Official Plan for the City of Greater Sudbury
Planning Committee Resolution #PL2020-152
(This by-law authorizes a site-specific amendment to provide an exception to Section 5.2.2(2) in order to facilitate the creation of one new rural lot with both the severed and retained lands having less than the minimum required 90 metres of lot frontage onto a public road.)
- 2020-190Z A By-law of the City of Greater Sudbury to Amend By-law 2010-100Z Being the Comprehensive Zoning By-law for the City of Greater Sudbury
Planning Committee Resolution #PL2020-153
(This by-law rezones the subject subject lands in order to facilitate the creation of one new rural lot having frontage on Gravel Drive in Hanmer. The new rural lot to be created and two retained lots are each required to provide for a minimum lot frontage of 61 metres onto Gravel Drive, Hanmer - Michael Leblanc and Carole Leblanc.)
- 2020-191Z A By-law of the City of Greater Sudbury to Amend By-law 2019-197Z being a By-law of the City of Greater Sudbury to Amend By-law 2010-100Z Being the Comprehensive Zoning By-law for the City of Greater Sudbury
(This amending by-law implements a clerical correction in By-law 2019-197.)
- 2020-192 A By-law of the City of Greater Sudbury to Amend By-law 2016-145 being a By-law of the City of Greater Sudbury for the Licensing, Regulating and Governing of Vehicles for Hire
City Council Resolution #CC2020-296
(This amending by-law increases the taxi fare drop rate and rolling rate in the Vehicle for Hire By-law by 5%.)

Adjournment

Automatic Adjournment at 9:37 p.m.

The following items were not addressed at the meeting:

Managers' Reports

- R-6 Investing in Canada Infrastructure Program: COVID-19 Resilience Stream
- R-1 COVID-19 Update - November 24, 2020
- R-2 COVID-19 Update - December 15, 2020
- R-3 Primary Health Care Recruitment Program Update
- R-4 Cultural Heritage Evaluation – 7 Serpentine Street, Copper Cliff
- R-5 Lobbyist Registry
- R-7 Large Projects Update

Members' Motions

- M-4 Fire Protection Service Level Adjustment
- M-5 Submission To The Ontario Long Term Care Commission
- M-6 Business Case for LED Lighting in the Downtown Core

Correspondence for Information Only

- I-1 Employment Land Strategy Update
- I-2 2020 Operating Budget Variance Report - October
- I-3 Proposed Designation By-Law - 162 Mackenzie
- I-4 Greater Sudbury Community Energy & Emissions Plan (CEEP) Implementation: Municipal Actions (2021 - 2025)

Addendum

Civic Petitions

Question Period

Mayor Brian Bigger, Chair

Eric Labelle, City Solicitor and
Clerk

Minutes

Finance and Administration Committee Minutes of 12/21/20

Location:	Tom Davies Square - Council Chamber / Electronic Participation
Commencement:	4:01 PM
Adjournment:	9:56 PM

Councillor Jakubo, In the Chair

Present	Councillors Signoretti, Vagnini, McCausland, Kirwan, Lapierre [A 4:13 p.m.], Jakubo, Sizer, McIntosh, 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 [A 4:09 p.m.]; Steve Jacques, General Manager of Community Development; Ian Wood, Executive Director of Strategic Initiatives, Communication and Citizen Services; Eric Labelle, City Solicitor and Clerk; Kelly Gravelle, Deputy City Solicitor; Tyler Campbell, Director of Social Services; Jeff Pafford, Director of Leisure Services; Brett Williamson, Director of Economic Development; Steve Facey, Manager of Financial Planning and Budgeting; Ryan Humeniuk, Technical Co-ordinator, Tourism/Mayor's Office; Ron Foster, Auditor General
	The following resolution was presented:
Closed Session	FA2020-84 Bigger/McIntosh: THAT the Finance and Administration Committee for the City of Greater Sudbury move to Closed Session for one (1) Acquisition or Disposition of Land / Solicitor-Client Privilege item regarding Warming Station Services in accordance with the <i>Municipal Act</i> , 2001, s. 239(2)(c) and (f).
	At 4:04 p.m., the Finance and Administration Committee moved into Closed Session.
Recess	At 5:06 p.m., the Finance and Administration Committee recessed.
Reconvene	At 5:30 p.m., the Finance and Administration Committee commenced the Open Session in the Council Chamber.

Councillor Jakubo, In the Chair

Present	Councillors Signoretti, Vagnini, Montpellier, McCausland, Kirwan, Lapierre [A 5:36 p.m.], Jakubo, Sizer, McIntosh, Cormier, Leduc, Landry-Altmann, Mayor Bigger
City Officials	Ed Archer, Chief Administrative Officer; Kevin Fowke, General Manager of Corporate Services; Kevin Fowke, General Manager of Corporate Services; Tony Cecutti, General Manager of Growth and Infrastructure; Steve Jacques, General Manager of Community Development; Joseph Nicholls, General Manager of Community Safety; Ian Wood, Executive Director of Strategic Initiatives, Communication and Citizen Services; Marie Litalien, Acting Director of Communications and Community Engagements; Kelly Gravelle, Deputy City Solicitor; Tyler Campbell, Director of Social Services; Jeff Pafford, Director of Leisure Services; Brett Williamson, Director of Economic Development; Steve Facey, Manager of Financial Planning and Budgeting; Ron Foster, Auditor General; Eric Labelle, City Solicitor and Clerk; Lisa Locken, Clerk's Services Assistant; Anessa Basso, Clerk's Services Assistant

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

Councillor Jakubo declared a conflict of interest in relation to Members' Motion M-1.

Matters Arising from the Closed Meeting

Councillor McIntosh, reported that the Committee met in Closed Session to deal with one (1) Acquisition or Disposition of Land / Solicitor-Client Privilege item regarding Warming Station Services in accordance with the Municipal Act, 2001, s. 239(2)(c) and (f). No directions or resolutions emanated from this meeting.

At 5:36 p.m., Councillor Lapierre arrived.

Managers' Reports

R-1 2021 Capital Budget Update

Report dated December 10, 2020 from the General Manager of Corporate Services regarding 2021 Capital Budget Update.

The following resolution was presented:

Resolution Two:

FA2020-85 McIntosh/McCausland: THAT the City of Greater Sudbury authorize staff to proceed with the tendering process in the first quarter of 2021 for projects included in the 2021 Budget document with the clause in tenders and contracts that they will be awarded if Council approves the project budget as outlined in the report entitled Capital Budget Update, from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020.

CARRIED

Referred & Deferred Matters

R-2 Capital Levy Allocation

Report dated December 10, 2020 from the General Manager of Corporate Services regarding Capital Levy Allocation.

For Information Only.

R-3 2021 Operating Budget Update

Report dated December 10, 2020 from the General Manager of Corporate Services regarding 2021 Operating Budget Update.

Councillor Sizer withdrew his resolution presented at the December 8, 2020 Finance and Administration Committee.

The following resolution was presented:

THAT the City of Greater Sudbury directs staff to include adjustments within the 2021 draft budget under the 'Service Level Adjustments within the Highest Cost Services' category as outlined Appendix B of the report entitled '2021 Operating Budget Update' from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020, which considers:

- i. Winter Control - Route Prioritization
- ii. Community & Fire Paramedics (Fire Arbitration Implementation Strategy)

Rules of Procedure

Councillor Signoretti requested that the different propositions in the resolution be dealt with separately.

CARRIED BY TWO-THIRDS MAJORITY

The following resolution was presented:

FA2020-86 Jakubo/McIntosh: THAT the City of Greater Sudbury directs staff to include adjustments within the 2021 draft budget under the 'Service Level Adjustments within the Highest Cost Services' category as outlined Appendix B of the report entitled '2021 Operating Budget Update' from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020, which considers:

- i. Winter Control - Route Prioritization

Rules of Procedure

A Recorded Vote was held:

YEAS: Councillors McCausland, Lapierre, Sizer, McIntosh

NAYS: Councillors Signoretti, Vagnini, Montpellier, Kirwan, Jakubo, Cormier, Leduc, Landry-Altmann, Mayor Bigger

DEFEATED

The following resolution was presented:

FA2020-87 Jakubo/McIntosh: THAT the City of Greater Sudbury directs staff to include adjustments within the 2021 draft budget under the 'Service Level Adjustments within the Highest Cost Services' category as outlined Appendix B of the report entitled '2021 Operating Budget Update' from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020, which considers:

- i. Community & Fire Paramedics (Fire Arbitration Implementation Strategy)

Rules of Procedure

A Recorded Vote was held:

YEAS: Councillors McCausland, Lapierre, Jakubo, Sizer, McIntosh, Cormier, Landry-Altmann

NAYS: Councillors Signoretti, Vagnini, Montpellier, Kirwan, Leduc, Mayor Bigger

CARRIED

The following resolution was presented:

FA2020-88 McIntosh/Jakubo: THAT the City of Greater Sudbury directs staff to include adjustments within the 2021 draft budget under the 'Enterprise-Wide Service Level Adjustments' category as outlined Appendix B of the report entitled '2021 Operating Budget Update' from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020, which considers:

- i. Limited hiring of Summer Students
- ii. Continuation of seasonal and part-time layoffs
- iii. Reduction in travel budgets
- iv. Service adjustments within the Corporate Services Department

Rules of Procedure

A Recorded Vote was held:

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

NAYS: Councillors Montpellier

CARRIED

The following resolution was presented:

THAT the City of Greater Sudbury directs staff to include adjustments within the 2021 draft budget under the 'Selected Service Level Adjustments' category as outlined Appendix B of the report entitled '2021 Operating Budget Update' from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020, which considers:

- i. Museums
- ii. Archives
- iii. Pools
- iv. Arenas

- v. Parkland maintenance
- vi. Waterfront programming

Rules of Procedure

Councillor Jakubo requested that the different propositions in the resolution be dealt with separately.

CARRIED BY TWO-THIRDS MAJORITY

The following resolution was presented:

FA2020-89 Jakubo/McIntosh: THAT the City of Greater Sudbury directs staff to include adjustments within the 2021 draft budget under the 'Selected Service Level Adjustments' category as outlined Appendix B of the report entitled '2021 Operating Budget Update' from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020, which considers:

- Museums

Rules of Procedure

A Recorded Vote was held:

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

NAYS: Councillors Signoretti, Vagnini, Montpellier, Cormier, Landry-Altmann

CARRIED

The following resolution was presented:

FA2020-90 McIntosh/Jakubo: THAT the City of Greater Sudbury directs staff to include adjustments within the 2021 draft budget under the 'Selected Service Level Adjustments' category as outlined Appendix B of the report entitled '2021 Operating Budget Update' from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020, which considers:

- Archives

Rules of Procedure

A Recorded Vote was held:

YEAS: Councillors Kirwan, Sizer, McIntosh, Leduc, Mayor Bigger

NAYS: Councillors Signoretti, Vagnini, Montpellier, McCausland, Lapierre, Jakubo, Cormier, Landry-Altmann

DEFEATED

The following resolution was presented:

FA2020-91 McIntosh/Jakubo: THAT the City of Greater Sudbury directs staff to include adjustments within the 2021 draft budget under the 'Selected Service Level Adjustments' category as outlined Appendix B of the report entitled '2021 Operating Budget Update' from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020, which considers:

- Pools

Rules of Procedure

A Recorded Vote was held:

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

NAYS: Councillors Signoretti, Vagnini, Montpellier, Cormier, Landry-Altmann
CARRIED

The following resolution was presented:

FA2020-92 Jakubo/Lapierre: THAT the City of Greater Sudbury directs staff to prepare the following business cases within the 2021 draft budget under the 'Selected Service Level Adjustments' category, representing service adjustments required to meet the tax levy change requirements of City Council's 2021 Budget Directions, as outlined in the report entitled '2021 Operating Budget Update' from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020, as follows:

- Arenas

Rules of Procedure

A Recorded Vote was held:

YEAS: Councillors McCausland, Lapierre, Jakubo, Sizer, McIntosh, Leduc, Landry-Altmann, Mayor Bigger

NAYS: Councillors Signoretti, Vagnini, Montpellier, Kirwan, Cormier
CARRIED

The following resolution was presented:

FA2020-93 McIntosh/Jakubo: THAT the City of Greater Sudbury directs staff to include adjustments within the 2021 draft budget under the 'Selected Service Level Adjustments' category as outlined Appendix B of the report entitled '2021 Operating Budget Update' from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020, which considers:

- Parkland maintenance

Rules of Procedure

A Recorded Vote was held:

YEAS: Councillors McCausland, Lapierre, Sizer, McIntosh, Mayor Bigger

NAYS: Councillors Signoretti, Vagnini, Montpellier, Kirwan, Jakubo, Cormier, Leduc, Landry-Altmann
DEFEATED

The following resolution was presented:

FA2020-94 Jakubo/McIntosh: THAT the City of Greater Sudbury directs staff to include adjustments within the 2021 draft budget under the 'Selected Service Level Adjustments'

category as outlined Appendix B of the report entitled '2021 Operating Budget Update' from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020, which considers:

- Waterfront programming

Rules of Procedure

A Recorded Vote was held:

YEAS: Councillors McCausland, Lapierre, Sizer, McIntosh

NAYS: Councillors Signoretti, Vagnini, Montpellier, Kirwan, Jakubo, Cormier, Leduc, Landry-Altmann, Mayor Bigger

DEFEATED

The following resolution was presented:

THAT the City of Greater Sudbury directs staff to include adjustments within the 2021 draft budget under the 'Accepting Increased Risk' category as outlined Appendix B of the report entitled '2021 Operating Budget Update' from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020 which considers:

- i. Winter control averaging
- ii. Winter control - additional risk
- iii. Fleet capital recover
- iv. Deferring debt repayment

Resolution to Proceed past 8:30 p.m.

FA2020-95 Lapierre/Signoretti: THAT this meeting proceeds past the hour of 8:30 p.m.

Rules of Procedure

A Recorded Vote was held:

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

NAYS: Councillor Montpellier

CARRIED BY TWO-THIRDS MAJORITY

Rules of Procedure

Councillor McCausland requested that the resolution be split into separate votes.

CARRIED BY TWO-THIRDS MAJORITY

The following resolution was presented:

FA2020-96 Jakubo/McIntosh: THAT the City of Greater Sudbury directs staff to prepare the following business cases within the 2021 draft budget under the 'Accepting Increased Risk' category, representing service adjustments required to meet the tax levy change requirements of City Council's 2021 Budget Directions, as outlined in the report entitled '2021 Operating Budget Update' from the General Manager of Corporate Services, presented at the Finance

and Administration Committee meeting on December 8, 2020, as follows:

- Winter control averaging

Rules of Procedure

A Recorded Vote was held:

YEAS: Councillors McCausland, Kirwan, Lapierre, Jakubo, McIntosh

NAYS: Councillors Signoretti, Vagnini, Montpellier, Sizer, Cormier, Leduc, Landry-Altmann, Mayor Bigger

DEFEATED

The following resolution was presented:

FA2020-97 McIntosh/Jakubo: THAT the City of Greater Sudbury directs staff to prepare the following business cases within the 2021 draft budget under the 'Accepting Increased Risk' category, representing service adjustments required to meet the tax levy change requirements of City Council's 2021 Budget Directions, as outlined in the report entitled '2021 Operating Budget Update' from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020, as follows:

- Winter control - additional risk

Rules of Procedure

A Recorded Vote was held:

YEAS: Councillors Vagnini, Kirwan, Jakubo, McIntosh

NAYS: Councillors Signoretti, Montpellier, McCausland, Lapierre, Sizer, Cormier, Leduc, Landry-Altmann, Mayor Bigger

DEFEATED

The following resolution was presented:

FA2020-98 THAT the City of Greater Sudbury directs staff to prepare the following business cases within the 2021 draft budget under the 'Accepting Increased Risk' category, representing service adjustments required to meet the tax levy change requirements of City Council's 2021 Budget Directions, as outlined in the report entitled '2021 Operating Budget Update' from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020, as follows;

- Fleet capital recovery

Rules of Procedure

A Recorded Vote was held:

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

NAYS: Councillors Signoretti, Montpellier, McCausland

CARRIED

The following resolution was presented:

FA2020-99 McIntosh/Jakubo: THAT the City of Greater Sudbury directs staff to prepare the following business cases within the 2021 draft budget under the 'Accepting Increased Risk' category, representing service adjustments required to meet the tax levy change requirements of City Council's 2021 Budget Directions, as outlined in the report entitled '2021 Operating Budget Update' from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020, as follows:

- Deferring debt repayment

Rules of Procedure

A Recorded Vote was held:

YEAS: Councillors McCausland, Kirwan, Lapierre, Jakubo, Sizer, McIntosh, Landry-Altmann

NAYS: Councillors Signoretti, Vagnini, Montpellier, Cormier, Leduc, Mayor Bigger
CARRIED

Councillor Signoretti presented the following resolution:

FA2020-100 Signoretti/Leduc: THAT the City of Greater Sudbury directs staff to remove a general wage increase for members of Council and all non-union staff in the 2021 draft budget.

Rules of Procedure

A Recorded Vote was held:

YEAS: Councillors Signoretti, Vagnini, Montpellier, Leduc

NAYS: Councillors McCausland, Kirwan, Lapierre, Jakubo, Sizer, McIntosh, Cormier, Landry-Altmann, Mayor Bigger
DEFEATED

Rules of Procedure

Councillor Jakubo moved to alter the order of the agenda to deal with the Addendum next.

CARRIED BY TWO-THIRDS MAJORITY

Addendum

The following resolution was presented:

FA2020-101 Lapierre/Landry-Altmann: THAT the City of Greater Sudbury deals with the items on the Addendum to the Agenda at this time.

CARRIED BY TWO-THIRDS MAJORITY

DECLARATIONS OF PECUINARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

MANAGERS' REPORT

Homelessness Network Day Centre

Report dated December 21, 2020 from the General Manager of Community Development regarding the Homelessness Network Day Centre.

Rules of Procedure

The Committee, by two-thirds majority, agreed to add an Option #3 and deal with it first.

The following resolution was presented:

FA2020-102 Cormier/Landry-Altmann: THAT staff be directed to relocate the Homelessness Network Day Centre in one location on City properties at 199 Larch Street or the Sudbury arena, as outlined in the report as may be determined to be most appropriate by staff.

Rules of Procedure

A Recorded Vote was held:

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

CARRIED

Adjournment

Automatic adjournment at 9:56 p.m.

The following items were not addressed at the meeting:

Members' Motion

- M-1 **Business Case for Sudbury Curling Club Grant**

- M-2 **Business Case for Winter Sidewalk Maintenance**

- M-3 **Warming Station Services**

Correspondence for Information Only

- I-1 **Contract Awards Exceeding \$100,000 July 1 - September 30, 2020**

Report dated December 10, 2020 from the General Manager of Corporate Services regarding Contract Awards Exceeding \$100,000 July 1 - September 30, 2020.

- I-2 **2020 Third Quarter Statement of Council Expenses**

Report dated December 10, 2020 from the General Manager of Corporate Services regarding 2020 Third Quarter Statement of Council Expenses .

Civic Petitions

Question Period

Eric Labelle, City Solicitor and
Clerk

Minutes

Special City Council Minutes of 12/21/20

Location: Tom Davies Square -
Council Chamber /
Electronic
Participation

Commencement: 4:00 PM

Adjournment: 11:01 PM

His Worship Mayor Brian Bigger, In the Chair

Present	Councillors Signoretti, Vagnini, Montpellier, McCausland, Kirwan, Lapierre, Jakubo, Sizer, McIntosh, Cormier, Leduc, Landry-Altmann, Mayor Bigger
City Officials	Ed Archer, Chief Administrative Officer [D 5:38 p.m.]; Kevin Fowke, General Manager of Corporate Services; Eric Labelle, City Solicitor and Clerk; Joanne Kelly, Director of Human Resources and Organizational Development; Brett Williamson, Director of Economic Development [A 4:08 p.m., D 5:00 p.m.]; Meredith Armstrong, Manager of Tourism and Culture [A 4:08 p.m., D 5:00 p.m.]; Liam McGill, Manager of Investment & Business Development [A 4:08 p.m., D 5:00 p.m.]; Ron Foster, Auditor General [A 4:16 p.m., D 5:05 p.m.]; Melissa Zanette, Chief of Staff
Closed Session	<p>The following resolution was presented:</p> <p>CC2021-01 Leduc/Lapierre: THAT the City of Greater Sudbury move to Closed Session to deal with one (1) Information Supplied in Confidence item regarding the City of Greater Sudbury Community Development Corporation and one addendum to deal with one (1) Personal Matter (Identifiable Individual(s)) item regarding an employment matter in accordance with the Municipal Act, 2001, s. 239(2)(b) and (i).</p> <p>CARRIED</p> <p>At 4:02 p.m., Council moved into closed session.</p>
Recess	At 8:20 p.m., Council recessed.
Reconvene	At 8:50 p.m., Council commenced the Open Session in the Council Chamber.
Present	Councillors Signoretti, Vagnini, Montpellier, McCausland, Kirwan, Lapierre, Jakubo, Sizer, McIntosh, Cormier, Leduc, Landry-Altmann, Mayor Bigger
City Officials	Ed Archer, Chief Administrative Officer; Kevin Fowke, General Manager of Corporate Services; Tony Cecutti, General Manager of Growth and Infrastructure; Steve Jacques, General Manager of Community Development; Joseph Nicholls, General Manager of Community Safety; Ian Wood, Executive Director of Strategic Initiatives, Communication and Citizen Services; Marie Litalien, Acting Director of Communications and Community Engagements; Kelly Gravelle, Deputy City Solicitor;

Brett Williamson, Director of Economic Development; Ron Foster, Auditor General;
Jeff Pafford, Director of Leisure Services; Eric Labelle, City Solicitor and Clerk;
Anessa Basso, Clerk's Services Assistant; Lisa Locken, Clerk's Services Assistant

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

MATTERS ARISING FROM THE FINANCE AND ADMINISTRATION COMMITTEE

December 8, 2020

Councillor Jakubo, as Chair of the Finance and Administration Committee, reported on the matters arising from the Finance and Administration Committee meeting of December 8, 2020.

The following resolution was presented:

CC2020-318 Jakubo/McIntosh: THAT the City of Greater Sudbury approves the Finance and Administration Committee resolutions FA2020-76 to FA2020-80 and FA2020-82 to FA2020-83 from the meeting of December 8, 2020.

CARRIED

The following are the Finance and Administration Committee resolutions:

Healthy Community Initiative Fund Applications

FA2020-76 Kirwan/Sizer: THAT the City of Greater Sudbury approves the Healthy Community Initiative Fund requests, as outlined in the report entitled "Healthy Community Initiative Fund Applications", from the General Manager of Community Development, presented at the Finance and Administration Committee meeting on December 8, 2020;

AND THAT the City of Greater Sudbury directs staff to prepare a by-law to implement the recommended changes.

CARRIED

Non-Competitive Purchase (Sole Source) - Fire Marque

FA2020-77 Leduc/Bigger: THAT the City of Greater Sudbury approves the Sole Source of a Revenue Generating Contract for Services from Fire Marque Inc., who, through its intellectual property is able to recover insurance costs on behalf of Fire Services by invoicing insurance companies for costs of fire department attendance with respect to insured perils, as outlined in the report entitled "Non-Competitive Purchase (Sole Source) - Fire Marque", from the General Manager of Community Safety, presented at the Finance and Administration Committee meeting on December 8, 2020;

AND THAT the General Manager of Community Safety be authorized to enter into a service agreement for a five (5) year period.

CARRIED

City of Greater Sudbury Funding for Science North Go Deeper Project

FA2020-78 Leduc/Lapierre: THAT the City of Greater Sudbury directs staff to prepare a business case for consideration for inclusion in the 2021 budget, for the Science North Go Deeper project as outlined in the report entitled "City of Greater Sudbury Funding for Science North Go Deeper Project", from the Director of Economic Development, presented at the Financial and Administration meeting on December 8, 2020.

CARRIED

2021 Operating Budget Update

Cancelled Capital:

FA2020-79 McIntosh/Sizer: THAT the City of Greater Sudbury approves funding from the Capital Holding Account of \$5.2 million within the 2021 Operating Budget to offset one-time operating and COVID-19 pressures, if required, as outlined in the report entitled "2021 Operating Budget Update", from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020

CARRIED

2020 Special Capital Levy:

FA2020-80 Kirwan/McIntosh: THAT the City of Greater Sudbury authorizes the 2020 Special Capital Levy of \$4.1 million to be transferred to the Tax Rate Stabilization Reserve and, if required, utilized to fund one-time operating and COVID-19 related expenditures within the 2021 Operating Budget, as outlined in the report entitled "2021 Operating Budget Update", from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020.

CARRIED

User Fees:

FA2020-82 Leduc/McIntosh: THAT the User Fee Principles , as outlined in the report entitled "2021 Operating Budget Update", from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020, be approved;

AND THAT the City of Greater Sudbury directs staff to prepare a business case for the potential new user fees;

AND THAT the City of Greater Sudbury directs staff to prepare a business case describing changes to the fees listed in Appendix D.

CARRIED

2021 Capital Budget Update

FA2020-83 Cormier/Bigger: THAT the City of Greater Sudbury authorize staff to proceed with the roof replacement at 1960 Paris Street housing building immediately due to an ongoing leak that has impacted the housing supply with funding from the 2021 capital budget.

CARRIED

December 21, 2020

Councillor Jakubo, as Chair of the Finance and Administration Committee, reported on the matters arising from the Finance and Administration Committee meeting of December 21, 2020.

The following resolution was presented:

CC2020-319 Jakubo/McIntosh: THAT the City of Greater Sudbury approves the Finance and Administration Committee resolutions FA2020-85 to FA2020-94 and FA2020-96 to FA2020-100 and FA2020-102 from the meeting of December 8, 2020.

CARRIED

The following are the Finance and Administration Committee resolutions:

2020 Capital Budget Update

Resolution Two:

FA2020-85 McIntosh/McCausland: THAT the City of Greater Sudbury authorize staff to proceed with the tendering process in the first quarter of 2021 for projects included in the 2021 Budget document with the clause in tenders and contracts that they will be awarded if Council approves the project budget as outlined in the report entitled Capital Budget Update, from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020.

CARRIED

Operating Budget Update

The following resolutions were presented:

FA2020-86 Jakubo/McIntosh: THAT the City of Greater Sudbury directs staff to include adjustments within the 2021 draft budget under the 'Service Level Adjustments within the Highest Cost Services' category as outlined Appendix B of the report entitled '2021 Operating Budget Update' from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020, which considers:

i. Winter Control - Route Prioritization

DEFEATED

FA2020-87 Jakubo/McIntosh: THAT the City of Greater Sudbury directs staff to include adjustments within the 2021 draft budget under the 'Service Level Adjustments within the Highest Cost Services' category as outlined Appendix B of the report entitled '2021 Operating Budget Update' from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020, which considers:

i. Community & Fire Paramedics (Fire Arbitration Implementation Strategy)

CARRIED

FA2020-88 McIntosh/Jakubo: THAT the City of Greater Sudbury directs staff to include adjustments within the 2021 draft budget under the 'Enterprise-Wide Service Level Adjustments' category as outlined Appendix B of the report entitled '2021 Operating Budget Update' from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020, which considers:

i. Limited hiring of Summer Students

ii. Continuation of seasonal and part-time layoffs

iii. Reduction in travel budgets

iv. Service adjustments within the Corporate Services Department

CARRIED

FA2020-89 Jakubo/McIntosh: THAT the City of Greater Sudbury directs staff to include adjustments within the 2021 draft budget under the 'Selected Service Level Adjustments' category as outlined Appendix B of the report entitled '2021 Operating Budget Update' from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020, which considers:

- Museums

CARRIED

FA2020-90 McIntosh/Jakubo: THAT the City of Greater Sudbury directs staff to include adjustments within the 2021 draft budget under the 'Selected Service Level Adjustments' category as outlined Appendix B of the report entitled '2021 Operating Budget Update' from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020, which considers:

- Archives

DEFEATED

FA2020-91 McIntosh/Jakubo: THAT the City of Greater Sudbury directs staff to include adjustments within the 2021 draft budget under the 'Selected Service Level Adjustments' category as outlined Appendix B of the report entitled '2021 Operating Budget Update' from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020, which considers:

- Pools

CARRIED

FA2020-92 Jakubo/Lapierre: THAT the City of Greater Sudbury directs staff to prepare the following business cases within the 2021 draft budget under the 'Selected Service Level Adjustments' category, representing service adjustments required to meet the tax levy change requirements of City Council's 2021 Budget Directions, as outlined in the report entitled '2021 Operating Budget Update' from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020, as follows:

- Arenas

CARRIED

FA2020-93 McIntosh/Jakubo: THAT the City of Greater Sudbury directs staff to include adjustments within the 2021 draft budget under the 'Selected Service Level Adjustments' category as outlined Appendix B of the report entitled '2021 Operating Budget Update' from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020, which considers:

- Parkland maintenance

DEFEATED

FA2020-94 Jakubo/McIntosh: THAT the City of Greater Sudbury directs staff to include adjustments within the 2021 draft budget under the 'Selected Service Level Adjustments' category as outlined Appendix B of the report entitled '2021 Operating Budget Update' from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020, which considers:

- Waterfront programming

DEFEATED

FA2020-96 Jakubo/McIntosh: THAT the City of Greater Sudbury directs staff to prepare the following business cases within the 2021 draft budget under the 'Accepting Increased Risk' category, representing service adjustments required to meet the tax levy change requirements of City Council's 2021 Budget Directions, as outlined in the report entitled '2021 Operating Budget Update' from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020, as follows:

- Winter control averaging

DEFEATED

FA2020-97 McIntosh/Jakubo: THAT the City of Greater Sudbury directs staff to prepare the following business cases within the 2021 draft budget under the 'Accepting Increased Risk' category, representing service adjustments required to meet the tax levy change requirements of City Council's 2021 Budget Directions, as outlined in the report entitled '2021 Operating Budget Update' from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020, as follows:

- Winter control - additional risk

DEFEATED

FA2020-98 Jakubo/McIntosh: THAT the City of Greater Sudbury directs staff to prepare the following business cases within the 2021 draft budget under the 'Accepting Increased Risk' category, representing service adjustments required to meet the tax levy change requirements of City Council's 2021 Budget Directions, as outlined in the report entitled '2021 Operating Budget Update' from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020, as follows:

- Fleet capital recovery

CARRIED

FA2020-99 McIntosh/Jakubo: THAT the City of Greater Sudbury directs staff to prepare the following business cases within the 2021 draft budget under the 'Accepting Increased Risk' category, representing service adjustments required to meet the tax levy change requirements of City Council's 2021 Budget Directions, as outlined in the report entitled '2021 Operating Budget Update' from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020, as follows:

- Deferring debt repayment

CARRIED

Wage Increase Freeze

FA2020-100 Signoretti/Leduc: THAT the City of Greater Sudbury directs staff to remove a general wage increase for members of Council and all non-union staff in the 2021 draft budget.

DEFEATED

Homelessness Network Day Centre

FA2020-102 Cormier/Landry-Altmann: THAT staff be directed to relocate the Homelessness Network Day Centre in one location on City properties at 199 Larch or the Sudbury Arena as outlined in the report as may be determined to be most appropriate by staff.

CARRIED

Managers' Reports

R-1 Investing in Canada Infrastructure Program: COVID-19 Resilience Stream

Report dated December 17, 2020 from the Executive Director of Strategic Initiatives, Communication and Citizen Services regarding Investing in Canada Infrastructure Program: COVID-19 Resilience Stream.

The following resolution was presented:

CC2020-320 McIntosh/Lapierre: THAT the City of Greater Sudbury approves the following projects for submission to the Investing in Canada Infrastructure Program: COVID-19 Resilience Infrastructure – Local Government Intake:

1. Tom Davies Square One-Stop Shop Citizen Services Project
2. Delki Dozzi Track and Lighting Improvement Project
3. Bell Park Walkway Loop Trail Development Project
4. Fielding Park Trails Improvement Project

THEREFORE IT BE RESOLVED that staff be directed to review and update estimated costs for the submitted projects and submit applications that will fully utilize the allocation of \$1.987 million outlined in correspondence dated November 6, 2020 from the Ontario Ministry of Infrastructure.

Rules of Procedure

Councillor Montpellier presented the following amendment:

CC2020-320-A1 Montpellier/Lapierre: THAT the resolution be amended by removing item 2 (Delki Dozzi Track and Lighting Improvement Project) and adding a new item 2 - Whitson River Trail.

Rules of Procedure

A Recorded Vote was held:

YEAS: Councillors Vagnini, Montpellier, Kirwan

NAYS: Councillors Signoretti, McCausland, Lapierre, Jakubo, Sizer, McIntosh, Cormier, Leduc, Landry-Altmann, Mayor Bigger

DEFEATED

The original resolution was presented:

CC2020-320 McIntosh/Lapierre: THAT the City of Greater Sudbury approves the following projects for submission to the Investing in Canada Infrastructure Program: COVID-19 Resilience Infrastructure – Local Government Intake:

1. Tom Davies Square One-Stop Shop Citizen Services Project
2. Delki Dozzi Track and Lighting Improvement Project
3. Bell Park Walkway Loop Trail Development Project
4. Fielding Park Trails Improvement Project

THEREFORE IT BE RESOLVED that staff be directed to review and update estimated costs for the submitted projects and submit applications that will fully utilize the allocation of \$1.987

million outlined in correspondence dated November 6, 2020 from the Ontario Ministry of Infrastructure.

CARRIED

Councillor Montpellier departed at 10:57 p.m.

By-Laws

The following resolution was presented:

CC2020-321 Jakubo/Cormier: THAT the City of Greater Sudbury read and pass By-law 2020-181 and By-law 193 to and including By-law 2020-194.

CARRIED

The following are the by-laws:

- 2020-181 A By-Law of the City of Greater Sudbury to Authorize Grants Under the Town Centre Community Improvement Plan
Planning Committee Resolution #PL2020-73
(This By-law authorizes grants under the Town Centre Community Improvement Plan and authorizes the General Manager of Growth and Infrastructure Services to sign grant agreements with the recipient of the grants.)
Due to a clerical error in the description and annotation of By-law 2020-181 on the December 15, 2020 City Council Agenda, this by-law is being re-included for passage with the correct information.
- 2020-193 A By-law of the City of Greater Sudbury to Confirm the Proceedings of Council at its Special Meeting of December 21st, 2020
- 2020-194 A By-law of the City of Greater Sudbury to Amend By-Law 2018-45 being a By-law of the City of Greater Sudbury to Establish a Water and Wastewater Policy and Water and Wastewater Rates and Charges in General and for Special Projects
(This by-law amends By-law 2018-45 to incorporate rate increases.)

Report dated December 17, 2020 from the General Manager of Corporate Services regarding Amend Water Wastewater Policy and Rate By-law.

Members' Motions

No Motions were presented.

Addendum

No Addendum was presented.

Civic Petitions

Councillor Lapierre submitted a petition to the City Clerk which will be forwarded to the General Manager of Growth and Infrastructure. The petition is requesting denial of Dominion Park Developments Corporation's re-zoning application on Bonaventure Drive, Hanmer.

Question Period

No Questions were asked.

Adjournment

Mayor Bigger moved to adjourn the meeting at 11:01 p.m.

Mayor Bigger, Chair

Eric Labelle, City Solicitor and City Clerk

For Information Only

Employment Land Strategy Update

Presented To:	City Council
Presented:	Tuesday, Feb 09, 2021
Report Date	Thursday, Jan 21, 2021
Type:	Correspondence for Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

The Employment Land Strategy aligns with Council's Strategic Priorities. Two of the pillars of the 2019-2027 City of Greater Sudbury Strategic Plan are "Business Attraction, Development and Retention" and "Economic Capacity and Investment Readiness". Specifically, goals 2.2.C, "create plans that leverage the full capacity of the Greater Sudbury and Northern Ontario Mining Cluster to support further integration and expansion", and 4.2.D "ensuring that municipal capital project priorities appropriately consider economic impacts and the potential for private development" are applicable. Priority 1.4 Reinforce Infrastructure for New Development, specifically directs the completion of a strategy as follows: B. "Ensure the City has an adequate supply of serviced employment land and incentive framework in place to stimulate investment, development and job creation."

Report Summary

This report provides an update on the status of the Employment Land Strategy, and provides Council with the following chapters which will form part of the final report: Land Supply Analysis; Trends Analysis; Population and Employment Projections; Land Demand Analysis; and Planning Policy Review.

Financial Implications

There are no financial implications associated with the report.

Signed By

Report Prepared By

Melissa Riou
Senior Planner
Digitally Signed Jan 21, 21

Manager Review

Kris Longston
Manager of Community and Strategic Planning
Digitally Signed Jan 21, 21

Division Review

Stephen Monet
Manager of Environmental Planning Initiatives
Digitally Signed Jan 21, 21

Financial Implications

Steve Facey
Manager of Financial Planning & Budgeting
Digitally Signed Jan 21, 21

Recommended by the Department

Tony Cecutti
General Manager of Growth and Infrastructure
Digitally Signed Jan 21, 21

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jan 21, 21

Staff Report: Employment Land Strategy Update

November 10, 2020

Planning Services Division

Background

The firm of Cushman & Wakefield has been retained by the City of Greater Sudbury to undertake the development of an Employment Land Strategy. Staff have committed to providing regular updates to Council and the Greater Sudbury Development Corporation throughout the study process.

This update report includes the following five deliverable chapters as attachments:

- Land Supply Analysis
- Trends Analysis
- Population and Employment Projections
- Land Demand Analysis
- Planning Policy Review

The following table provides a summary of the status of the deliverables:

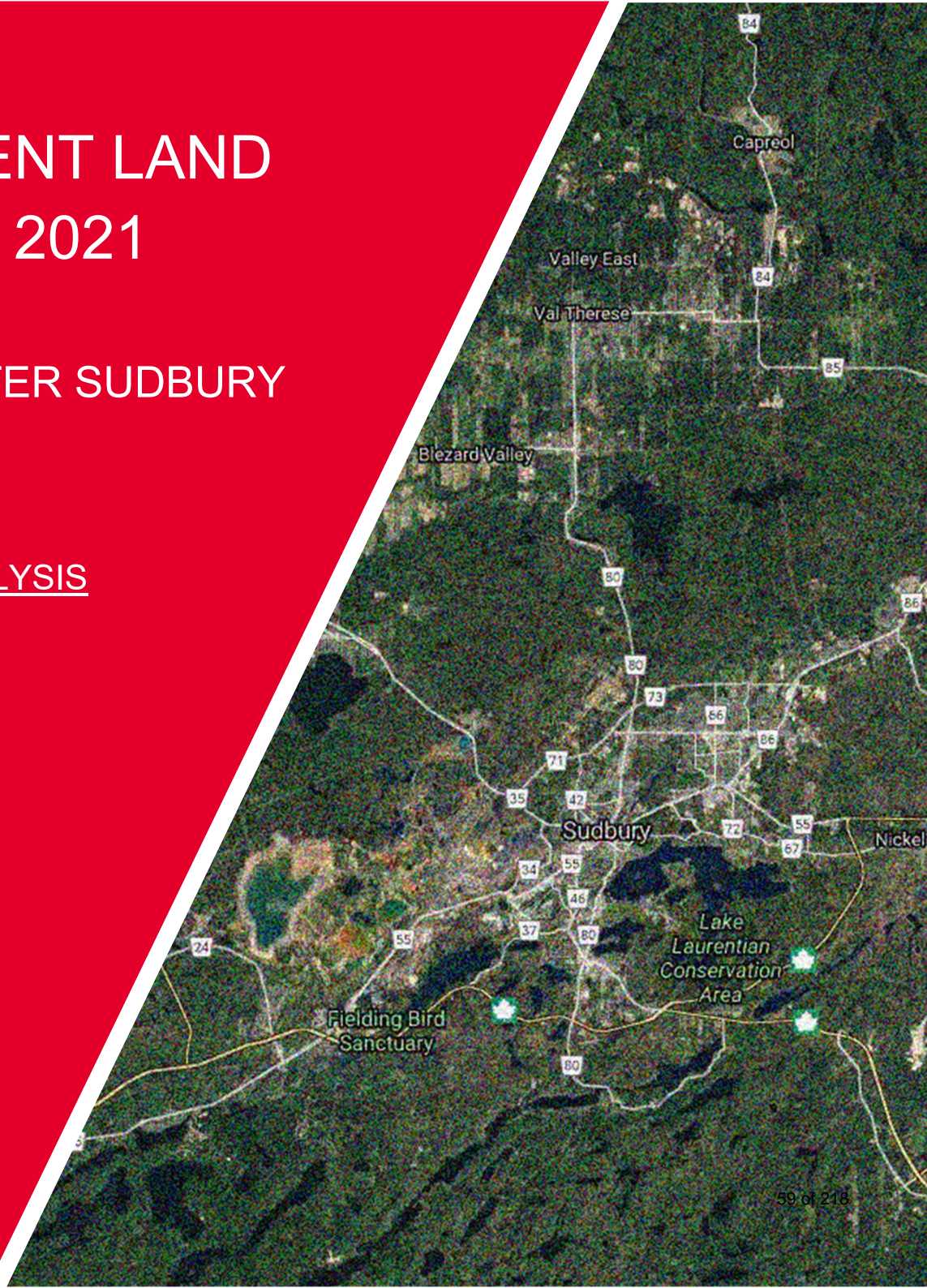
Project Stage	Status
1. Project Start-Up	Complete
2. Land Supply Analysis	Complete
3. Trends Analysis	Complete
4. Demand Forecast	Complete
5. Gaps/Constraints/Opportunities	Underway
6. Finance Strategy	To be Completed
7. Competitive Analysis	To be Completed
8. Planning for the Future	To be Completed
Draft Report	To be Completed
Final Report	To be Completed

The project is proceeding on schedule, with anticipated completion in Q2 of 2021. Further updates will be provided to Council as deliverables are completed.

References

1. Employment Land Strategy Proposal, Staff Report, September 17, 2019
<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1371&itemid=17470>
2. Employment Land Strategy, Staff Report, July 14, 2020
<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=16&id=1514>

LAND SUPPLY ANALYSIS



2.0 LAND SUPPLY ANALYSIS

2.1 Overview of Approach and Methodology

The Consultant Team used Geographic Information Systems (GIS) data provided by City staff to identify the inventory of employment lands city-wide – both occupied sites (those with one or more buildings), as well as vacant sites (undeveloped land). Our analysis focused on sites under the following Official Plan designations: Downtown, Regional Centre, Town Centre, Mixed Use Commercial, General Industrial, Heavy Industrial, and Institutional. Sites located under the following Official Plan designations were not relevant to our analysis of lands that support employment: Living Area 1, Living Area 2, Urban Expansion Reserve, Mining/Mineral Reserve, Aggregate Reserve, Agricultural Reserve, Parks & Open Space, and Rural. Of note, while there may be future employment generated on lands identified as Mining/Mineral Reserve, Aggregate Reserve, and Agricultural Reserve, this Employment Land Strategy is focused on Industrial, Commercial, and Institutional land requirements.

There are over 3,000 properties – individual Assessment Roll Numbers (ARN) – across Greater Sudbury identified within the Official Plan designations that are the focus of our analysis. For the purposes of this study, an individual property refers to a single Assessment Roll Number (which may be comprised of more than one parcel of land, all of which share that ARN).

In some cases, due to the nature of the GIS mapping and the potential for an overlap across a single site of more than one Official Plan designation (e.g. General Industrial and Parks & Open Space), it was necessary to take a close look at the mapping to identify whether or not a given property was suited for inclusion in the overall employment land inventory (i.e. in this stated example, is it potentially developable land, or is there a body of water present or other feature that it might preclude development as an employment use?).

The City of Greater Sudbury covers a vast land area, and is a geographically dispersed cluster of settlements located around the urban core of Sudbury. The GIS data enabled the Consultant Team to identify whether an individual property is located within an established Settlement Area, or whether it is located beyond a Settlement Area boundary (note: when a property straddled a boundary, it was considered to be inside the Settlement Area, for the purposes of our analysis). This employment land inventory is focused on properties within the Settlement Areas across Greater Sudbury. Should the land supply and demand analysis indicate that there is a shortfall of suitable properties to accommodate growth, it may be necessary to explore the viability of adjusting Settlement Area boundaries; however, at this initial stage of the analysis, such work is considered premature. In our inventory, we have identified the geography associated with each property, drawing upon the former Secondary Plan names that were in place pre-amalgamation, in order to understand the spatial distribution of employment lands across the city.

The data provided by City staff has enabled the Consultant Team to compile a comprehensive employment land inventory with the following attributes for each property:

- Municipal address;
- Settlement name, former Secondary Plan name, and identified geography for our analysis;
- Location within or beyond a Settlement Area boundary;
- Municipal Property Assessment Corporation (MPAC) property code and description;
- Land area, in hectares (ha);
- Building footprint, in square metres (m²);
- Site coverage – the building footprint divided by the land area, as a percentage (%);

- Official Plan designation(s) and Zoning designation(s);
- Property owner (including City-owned properties); and,
- Whether there is water and/or wastewater and/or natural gas service to the property, or within a 50 metre buffer of the property line.

The preceding information was used by the Consultant Team to identify whether or not each property should be included as part of the City's employment land inventory. The following additional notes apply to our development of the inventory:

- Properties associated with utilities have been excluded from the employment land inventory – whether occupied or vacant. While some future employment growth may be related to these sites, it is not part of the focus of this report. The following MPAC property codes apply to this exception:
 - 555 – OPG hydraulic generating station
 - 558 – Hydro One transformer station
 - 560 – MEU transformer station
 - 561 – Hydro One right-of-way
 - 590 – Water treatment/filtration/water towers/pumping station
 - 591 – Sewage treatment/waste pumping/waste disposal
 - 595 – Heat or steam plant
- Surface parking lots – whether in conjunction with another property, or a stand-alone use – are a feature of the built environment across the city, and account for a share of the vacant designated lands. We have taken these sites into consideration in our employment land inventory as follows:
 - There are 32 properties identified as MPAC code 480 – Surface parking lot which excludes parking facilities that are used in conjunction with another property. These properties are predominantly located within the Downtown area (28 of the 32 properties), and are generally very small (all are less than one-third of a hectare). While these have been included as part of the vacant employment land inventory, it must be recognized that any future development of these sites may require the parking to be replaced in order to maintain an adequate supply in the Downtown area. However, given the small size of many of these sites, future development may not be feasible.
 - There are 41 properties identified as MPAC code 482 – Surface parking lot used in conjunction with another property. These properties are predominantly located within the Downtown area (26 properties) and in the Mixed Use Commercial areas (11 properties). These sites are generally quite small (37 of the 41 properties are less than one-third of a hectare), and collectively total approximately 9 hectares in size. While these properties are included within the vacant employment land inventory, it is unlikely that they will meaningfully contribute to future development within the city, from a land needs perspective, given their association with another (likely adjacent) parcel of land which has been developed.
- In terms of identifying the level of municipal services available to undeveloped employment lands, we have used GIS data to determine whether there is water and/or wastewater and/or natural gas service available directly to the site, or within a 50 metre buffer from the property boundary (considered readily serviceable, and classified as “serviced” in our database, for the purpose of this analysis). We were unable to identify the extent of hydro service available, due to GIS data limitations. This will be addressed separately in a later section of this report.

The Consultant Team has developed a detailed inventory of vacant employment land by type for the City of Greater Sudbury, as presented below.

2.2 Industrial Land Supply

2.2.1 Analysis of Industrial Land Supply

The Consultant Team has identified a vacant industrial land inventory of over 830 gross hectares across 150 individual sites within the Settlement Areas that comprise Greater Sudbury. These vacant lands are distributed across the two types of Official Plan categories of industrial land as follows: General Industrial (783 gross hectares – 94% share of all vacant Industrial-designated land), and Heavy Industrial (49 gross hectares – 6% share of total). While the Official Plan identifies that general industrial uses may be permitted in Mixed Use Commercial areas (subject to certain conditions being met), for the purposes of preparing this industrial land inventory, we have focused our review on only the General Industrial and Heavy Industrial-designated lands.

In terms of municipal services (including water, wastewater, and natural gas), 46% of the total vacant industrial land supply (General Industrial and Heavy Industrial, combined) is serviced (382 hectares), 38% is partially serviced (318 hectares), and 16% is unserved (132 hectares).

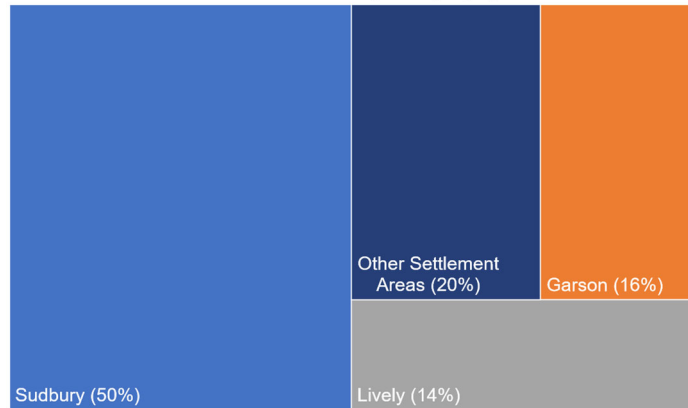
VACANT INDUSTRIAL LAND BY OFFICIAL PLAN DESIGNATION AND SERVICING STATUS								
Official Plan Designation	Serviced		Partially-Serviced		Unserviced		TOTAL	
	# of sites	Area (ha)	# of sites	Area (ha)	# of sites	Area (ha)	# of sites	Area (ha)
General Industrial	69	382.1	58	269.1	21	131.5	148	782.6
Heavy Industrial	0	0.0	2	49.0	0	0.0	2	49.0
TOTAL	69	382.1	60	318.1	21	131.5	150	831.6

The exhibit below illustrates the location of occupied and vacant Industrial-designated lands across Greater Sudbury, by geographic area.

INDUSTRIAL LAND BY GEOGRAPHY						
Geography	Occupied (ha)	% Share	Vacant (ha)	% Share	TOTAL (ha)	% Share
Sudbury	1,202.0	54%	340.7	41%	1,542.7	50%
Garson	457.8	20%	36.7	4%	494.5	16%
Lively	322.8	14%	94.2	11%	417.0	14%
Coniston	69.1	3%	226.2	27%	295.3	10%
Valley East	55.4	2%	80.0	10%	135.4	4%
Capreol	73.7	3%	0.5	0%	74.1	2%
Chelmsford	13.4	1%	52.2	6%	65.6	2%
Onaping	28.0	1%	0.0	0%	28.0	1%
McFarlane Lake Flats	16.2	1%	0.0	0%	16.2	1%
Other Settlement Areas	4.5	0%	1.2	0%	5.7	0%
TOTAL	2,243.0	100%	831.6	100%	3,074.6	100%

- Sudbury is home to roughly one-half of the occupied Industrial-designated lands and approximately 40% of the vacant Industrial-designated lands, with a total of some 1,540 hectares. Of this supply, just over 340 hectares is vacant.
- Garson has the second largest inventory of industrial land (close to 500 hectares), followed by Lively (roughly 420 hectares).
- Coniston is home to Greater Sudbury's second largest inventory of vacant Industrial-designated lands, at close to 230 hectares.
- Together, the three Settlement Areas of Sudbury, Garson, and Lively account for 80% of the City's total Industrial-designated lands, and 57% of the vacant land supply.

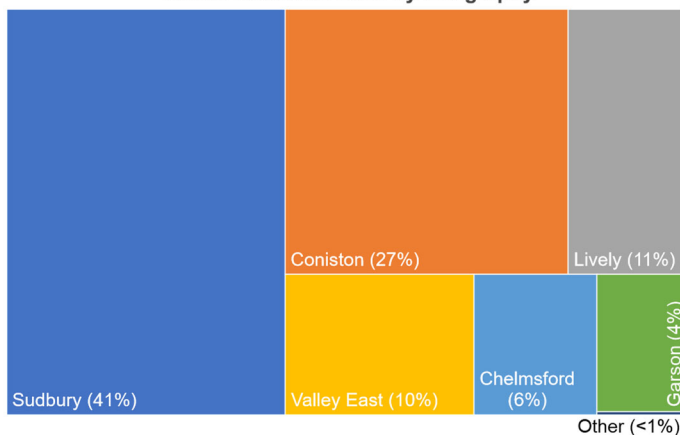
Industrial Land by Geography



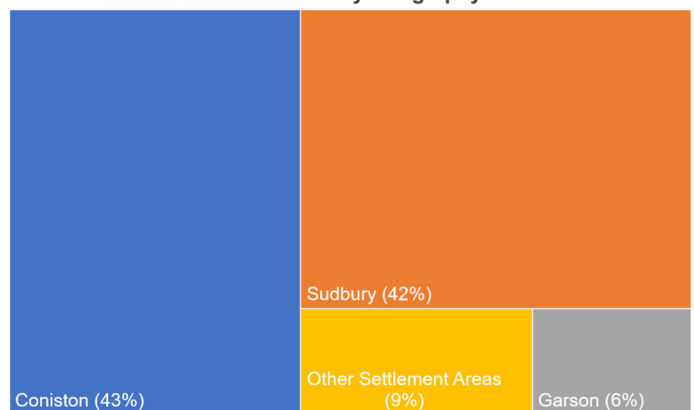
The following identifies the vacant industrial lands by geography, along with servicing status.

VACANT INDUSTRIAL LAND BY GEOGRAPHY AND SERVICING STATUS								
Geography	Serviced (ha)	% Share	Partially-Serviced (ha)	% Share	Unserviced (ha)	% Share	TOTAL (ha)	% Share
Sudbury	161.3	42%	137.3	43%	42.1	32%	340.7	41%
Coniston	163.4	43%	0.0	0%	62.9	48%	226.2	27%
Lively	5.9	2%	72.4	23%	15.9	12%	94.2	11%
Valley East	9.4	2%	70.6	22%	0.0	0%	80.0	10%
Chelmsford	17.1	4%	35.1	11%	0.0	0%	52.2	6%
Garson	23.4	6%	2.7	1%	10.6	8%	36.7	4%
Other Settlement Areas	0.7	0%	0.0	0%	0.0	0%	0.7	0%
TOTAL	382.1	100%	318.1	100%	131.5	100%	831.6	100%

Vacant Industrial Land by Geography



Vacant Industrial Land by Geography – Serviced



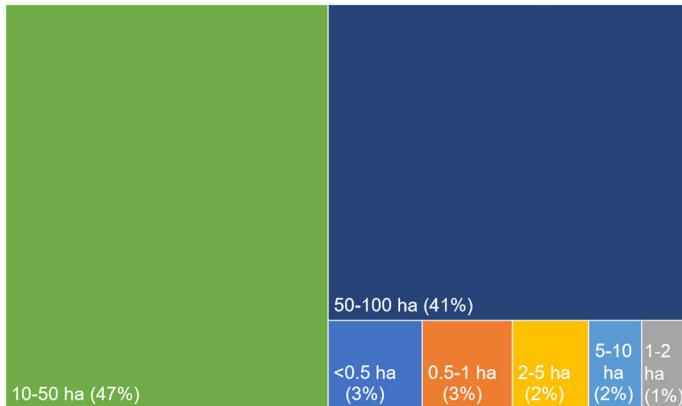
- Together, Sudbury and Coniston account for 85% of the vacant, serviced industrial land (325 hectares, split evenly between the two Settlement Areas). Garson (23 hectares, 6% share) represents the next largest opportunity for serviced industrial land.
- Partially-serviced lands refer to properties with one or two but not all three of the following services: water, wastewater, and natural gas (either in-place, or available within 50 metres of the property line). Partially-serviced lands total nearly 320 hectares within Settlement Areas city-wide (accounting for almost 40% of the total Industrial-designated land supply), and may represent an opportunity to accommodate future growth, depending on the needs of occupiers.

Since there is only a single large, vacant site designated as Heavy Industrial (a nearly 50-hectare parcel located at 3045 Lasalle Boulevard, on the east side of Sudbury), our remaining analysis of vacant Industrial-designated land is focused on the General Industrial category. The exhibit below illustrates the distribution of vacant General Industrial-designated lands by parcel size and servicing.

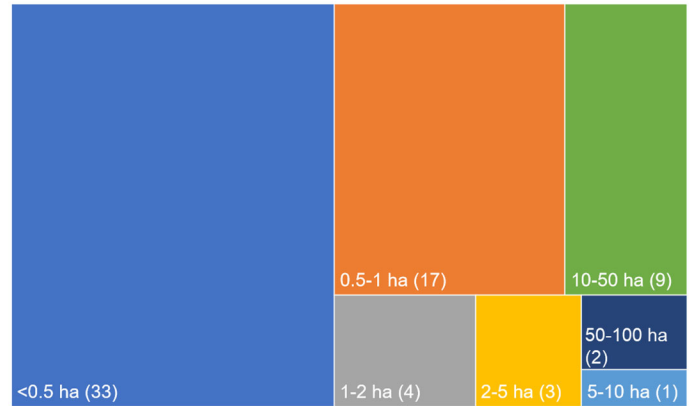
VACANT GENERAL INDUSTRIAL LANDS BY PROPERTY SIZE AND SERVICING									
	<0.5 ha	0.5-1 ha	1-2 ha	2-5 ha	5-10 ha	10-50 ha	50-100 ha	>100 ha	TOTAL ha
Serviced									
# of Parcels	33	17	4	3	1	9	2	0	69
Total Area (ha)	11.6	11.1	5.3	9.4	6.6	181.4	156.6	0.0	382.1
% Share of Total Area									46%
Partially Serviced									
# of Parcels	19	10	11	7	3	9	1	0	60
Total Area (ha)	5.8	6.5	14.6	25.3	20.0	185.4	60.6	0.0	318.1
% Share of Total Area									38%
Unserviced									
# of Parcels	11	1	2	1	3	2	1	0	21
Total Area (ha)	3.5	0.5	2.6	4.1	22.4	35.5	62.9	0	131.5
% Share of Total Area									16%
TOTAL									
# of Parcels	63	28	17	11	7	20	4	0	150
Total Area (ha)	20.9	18.1	22.5	38.7	49.0	402.3	280.1	0	831.6
% Share of Total Area									100%

- In terms of parcel size, just over 70% of the vacant General Industrial-designated industrial parcels are less than 2 hectares in size (and 60% are less than 1 hectare), meaning that there is a limited range of site selection options for users seeking a large site for development.

Vacant Serviced General Industrial Lands by Size



Vacant Serviced General Industrial Lands by Size – Count



In addition to this analysis of undeveloped (unoccupied) lands, there is potential capacity across the existing stock of developed industrial lands to accommodate future growth. In particular, properties that exhibit a low site coverage (the building footprint divided by the land area, typically expressed as a percentage) may offer excess land that can accommodate expansion.

For industrial uses, a typical site coverage is in the range of 25-30%. This facilitates sufficient space for shipping/receiving and truck movements, staff parking, outside materials storage, landscaping, etc. In high-cost land markets, the industrial site coverage may reach 40% for some properties (particularly warehousing and distribution-type uses, with some on-site truck parking, but no outside materials storage). Properties with a very high site coverage may serve a function as ancillary buildings on small sites that are adjacent to other primary business operations. Properties with a high site coverage very likely have no future intensification potential through building expansion. In lower cost land markets – and where storage of vehicles, machinery, and raw and finished goods is a prevalent feature in industrial areas – the typical site coverage may be as low as 15-20%. A low site coverage ratio could also be influenced by minimum distance separation requirements from adjacent properties, depending on the on-site use. Undevelopable land due to topography, soil conditions, and/or natural features may also be a limiting factor.

In reviewing the City's GIS data, developed industrial lands across Greater Sudbury have an average site coverage of just 13%. This overall average is impacted by the presence of some very large land parcels with comparatively limited building space on site – in many cases related to resource extraction. When only smaller land parcels are considered, sites less than 2 hectares in size have an average site coverage of 16%, while sites less than 1 hectare average approximately 17%.

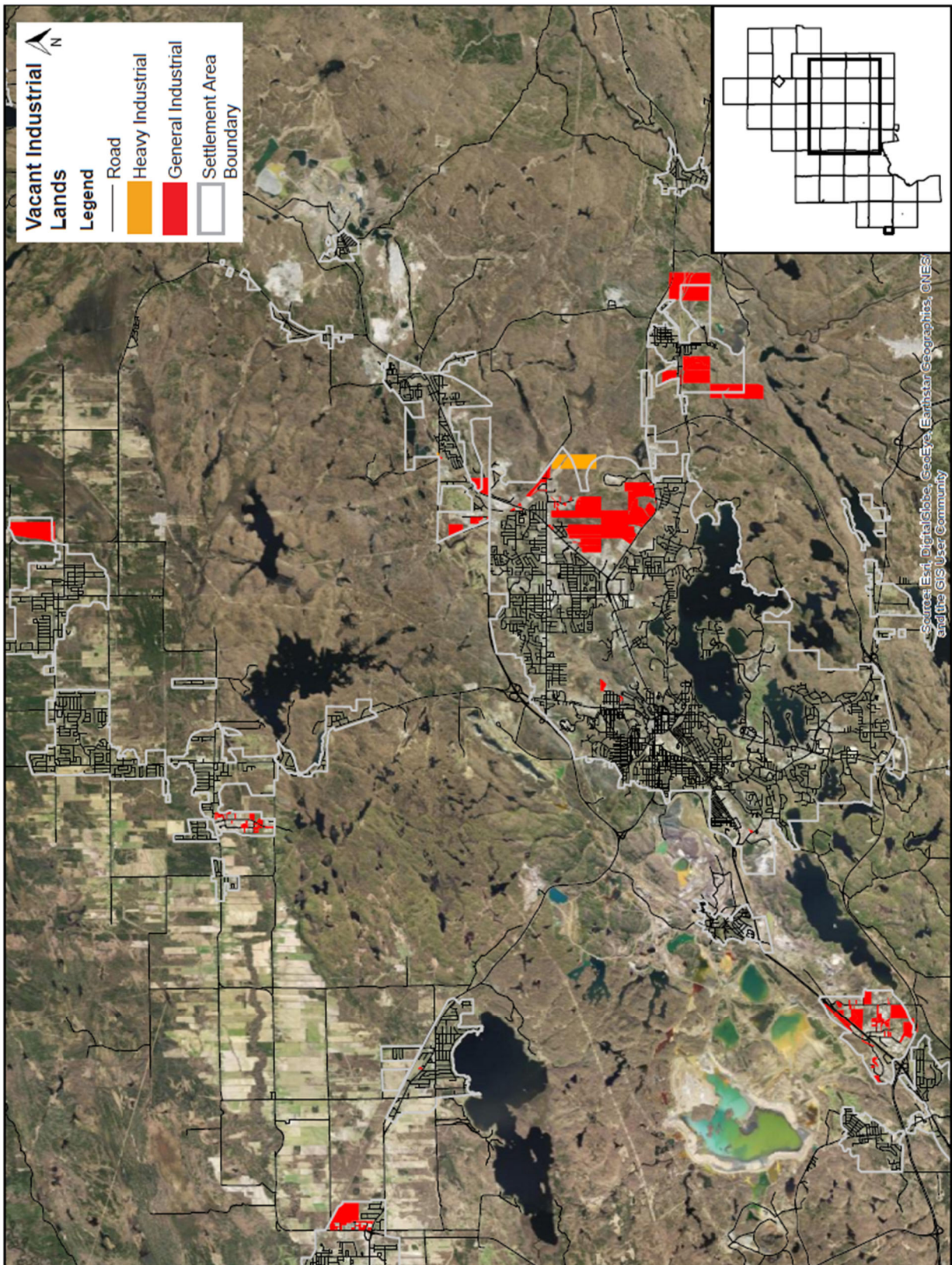
This analysis of industrial site coverage suggests that there is some capacity for expansion across the existing industrial stock to accommodate future industrial-type employment growth. However, while this enables expansion of existing businesses, it does not address land needs for new market entrants. Accordingly, it is incumbent upon the City to plan for a 20-year supply of employment land for development purposes.

2.2.2 Conclusions

At an aggregate level, there is a considerable supply of remaining undeveloped, designated industrial lands across Greater Sudbury. This is particularly the case for General Industrial-designated sites (over 780 vacant hectares). However, the location, size, and servicing status of these lands must be considered in assessing their capacity to be absorbed over time. As well, there are existing occupied lands which may represent opportunities for intensification, or potentially redevelopment. Further, there are serviced employment lands at Greater Sudbury Airport that may be suitable for industrial development (excluded from our inventory) – although these lands are not available for acquisition. These Airport lands would be subject to a land lease arrangement.

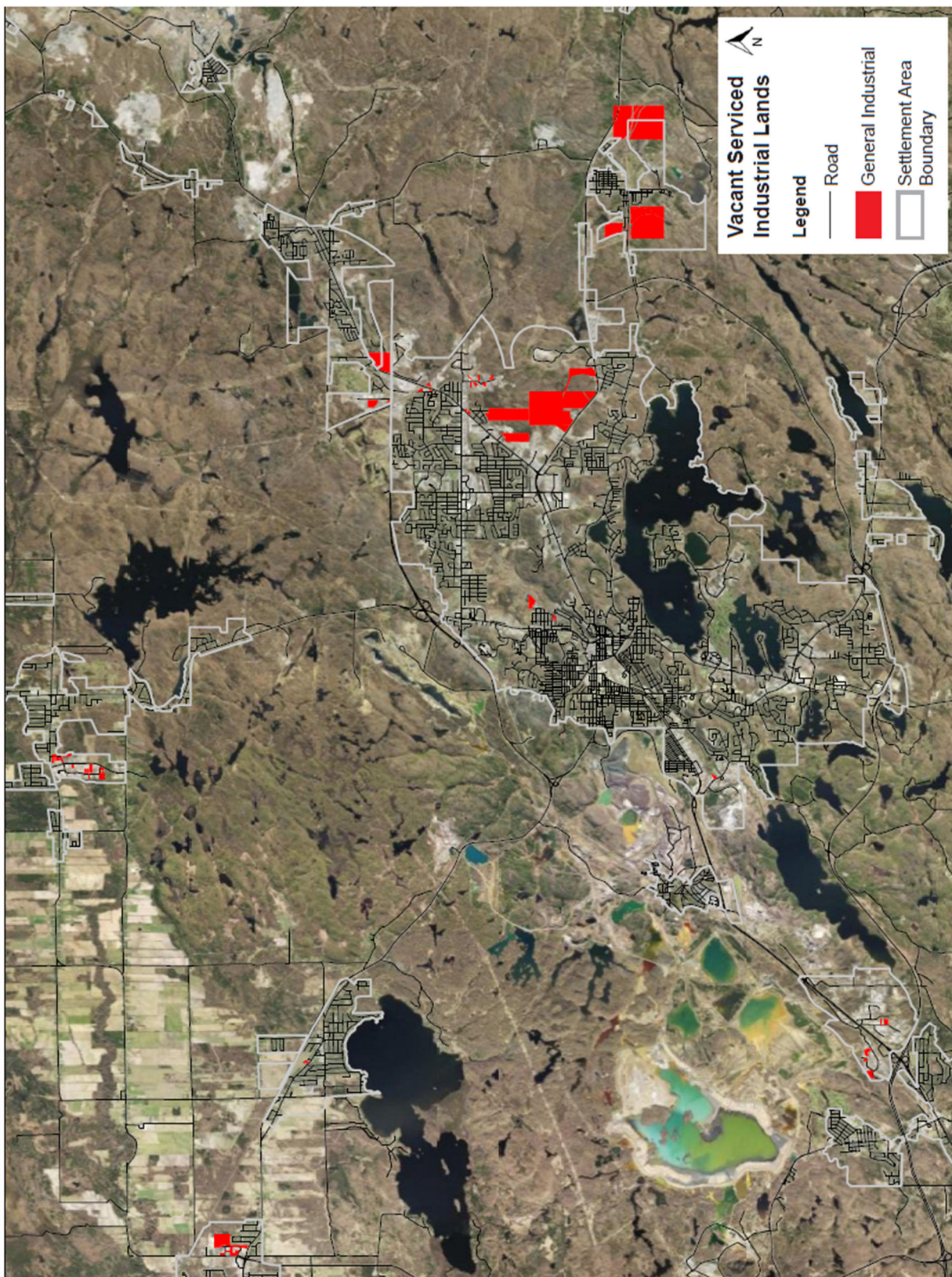
2.2.3 Vacant Industrial Lands Map

The following map identifies the vacant industrial lands across the city, by type (General Industrial and Heavy Industrial).



2.2.4 Vacant Serviced Industrial Lands Map

The following map identifies the vacant, serviced industrial lands across the city (all of which are General Industrial).



2.3 Local Industrial Market Perspectives

In June 2020, members of the Consultant Team completed market reconnaissance of the city's industrial/business park areas. Our focus was on the industrial areas in Sudbury and Lively, which comprise the vast majority of the City's designated Industrial lands. The more outlying Settlement Areas were not visited, although a desktop inspection of available mapping was completed. The following is a summary of key observations:

- Single occupant buildings constitute a significant share of the properties located in Greater Sudbury's industrial areas, as opposed to multi-tenanted properties. This is likely due to the presence of a high degree of owner-occupied buildings (as opposed to investor-owned buildings leased to tenants) in this market.
- The Consultant Team observed very little space for lease, as indicated by a scarcity of real estate brokerage signage within the industrial areas. It is our impression that the relatively high rate of owner-occupied buildings contributes to this low vacancy rate observed.
- In some areas, there is a significant amount of outside storage of vehicles, machinery, equipment, and materials. In particular, heavy vehicle/equipment storage is a common feature of Greater Sudbury's industrial areas, due to the extent of mining and related support activity that takes place nearby.

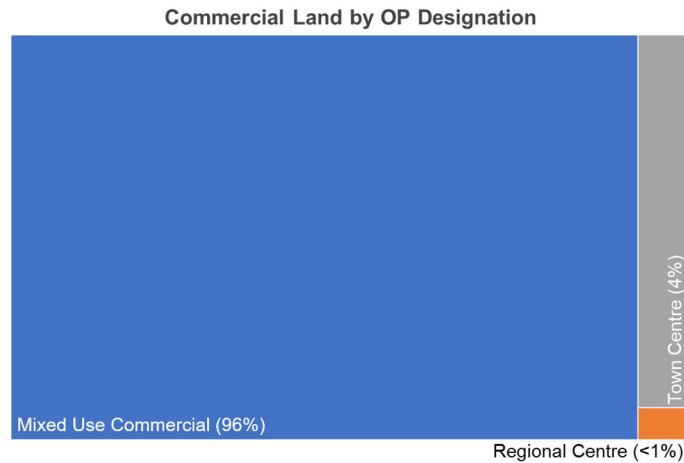
2.4 Commercial Land Supply

2.4.1 Analysis of Commercial Land Supply

The Consultant Team has identified a vacant commercial land inventory of some 340 gross hectares across nearly 160 individual sites. These vacant lands are distributed across the three types of Official Plan categories of commercial land as follows: Mixed Use Commercial (326 gross hectares – a 96% share of all vacant Commercial-designated land), Town Centre (just over 12 hectares, 4% share), and Regional Centre (1 gross hectares, <1% share).

In terms of servicing, close to one-half of the vacant Commercial-designated land is unserved – although this comment pertains entirely to two properties located in the south part of Sudbury (southeast of the Long Lake Road and Trans-Canada Highway interchange) which are partially designated as Mixed Use Commercial, and partially Rural (due to their large size).

VACANT COMMERCIAL LANDS BY OFFICIAL PLAN DESIGNATION AND SERVICING STATUS								
Official Plan Designation	Served		Partially-Served		Unserved		TOTAL	
	# of sites	Area (ha)	# of sites	Area (ha)	# of sites	Area (ha)	# of sites	Area (ha)
Mixed Use Commercial	127	156.2	8	10.6	2	158.9	137	325.7
Regional Centre	3	1.0	0	0.0	0	0.0	3	1.0
Town Centre	17	12.1	0	0.0	0	0.0	17	12.1
TOTAL	147	169.3	8	10.6	2	158.9	157	338.8



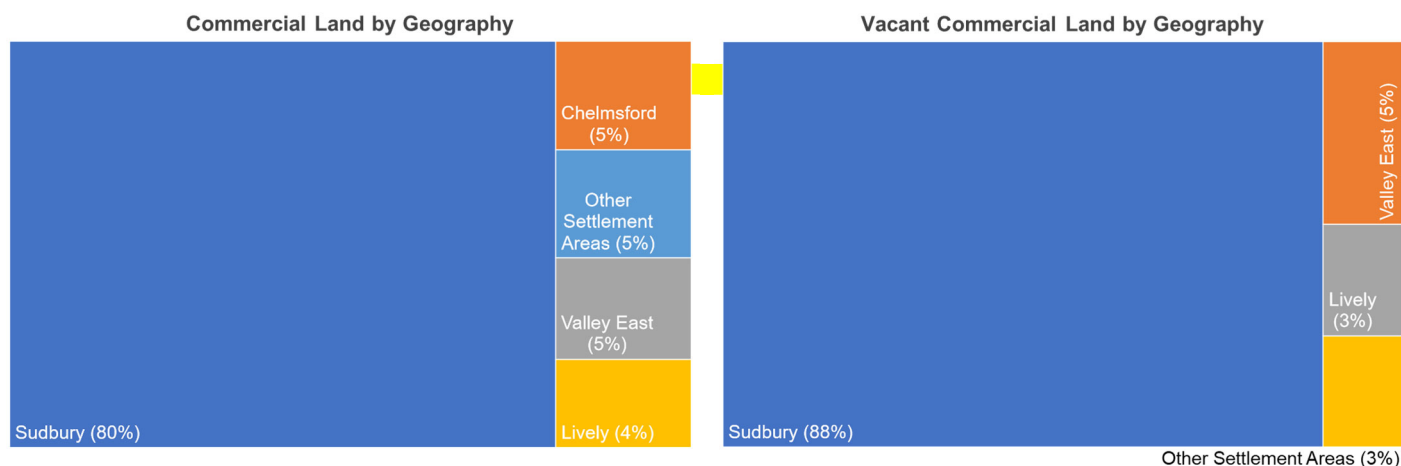
The exhibit below illustrates the location of occupied and vacant Commercially-designated lands across Greater Sudbury, by geographic area.

COMMERCIAL LAND BY GEOGRAPHY						
Geography	Occupied (ha)	% Share	Vacant (ha)	% Share	TOTAL (ha)	% Share
Sudbury	541.9	76%	299.3	88%	841.2	80%
Chelmsford	51.3	7%	4.6	1%	55.9	5%
Valley East	34.3	5%	17.8	5%	52.1	5%
Lively	34.7	5%	10.9	3%	45.6	4%
Garson	14.3	2%	0.3	0%	14.6	1%
Capreol	5.6	1%	5.0	1%	10.7	1%
Dowling	8.9	1%		0%	8.9	1%
Azilda	6.6	1%	0.3	0%	6.9	1%
Coniston	4.7	1%		0%	4.7	0%
Other Settlement Areas	9.3	1%	0.6	0%	9.9	1%
TOTAL	711.6	100%	338.8	100%	1,050.5	100%

- Sudbury is home to 80% of the overall Commercial-designated land supply, and nearly 90% of the vacant Commercially-designated lands in the city.
- Valley East (nearly 18 hectares, 5% share of vacant commercial land supply) and Lively (nearly 11 hectares, 3% share) also contribute to opportunities for future commercial development in Greater Sudbury. The remaining Settlement Areas have only limited commercial lands.

DRAFT October 23rd

EMPLOYMENT LAND STRATEGY 2021 – CITY OF GREATER SUDBURY

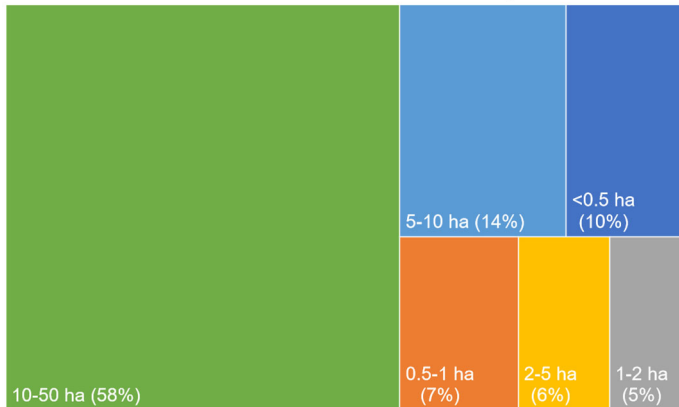


The exhibit below illustrates the distribution of vacant, serviced Commercial-designated lands by parcel size and Official Plan designation.

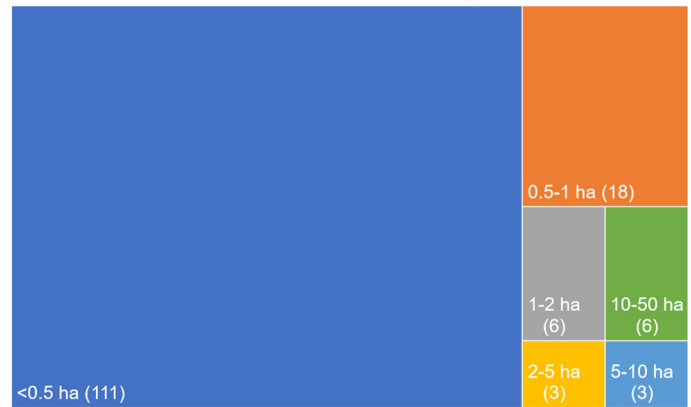
VACANT SERVICED COMMERCIAL LANDS BY PROPERTY SIZE AND OFFICIAL PLAN DESIGNATION								
	<0.5 ha	0.5-1 ha	1-2 ha	2-5 ha	5-10 ha	10-50 ha	>50 ha	TOTAL ha
Mixed Use Commercial								
# of Parcels	95	15	6	3	2	6	0	127
Total Area (ha)	15.4	10.5	8.3	9.7	14.4	97.9	0.0	156.2
% Share of Total Area								92%
Regional Centre								
# of Parcels	2	1	0	0	0	0	0	3
Total Area (ha)	0.3	0.7	0.0	0.0	0.0	0.0	0.0	1.0
% Share of Total Area								1%
Town Centre								
# of Parcels	14	2	0	0	1	0	0	17
Total Area (ha)	1.5	1.4	0.0	0.0	9.2	0.0	0.0	12.1
% Share of Total Area								7%
TOTAL								
# of Parcels	111	18	6	3	3	6	0	147
Total Area (ha)	17.2	12.6	8.3	9.7	23.6	97.9	0.0	169.3
% Share of Total Area								100%

- By count of property, there is a concentration of undeveloped, serviced Commercial-designated sites in the smallest categories (properties less than 1 hectare in size account for 129 of the total 147 sites, or almost 90% of all parcels). This means that there is a limited range of site selection options for users seeking a large parcel for development with servicing in place.

Vacant Serviced Commercial Lands by Size



Vacant Serviced Commercial Lands by Size – Count



The 25 largest existing retail-commercial properties in the city have an average site coverage of 26%, which is considered typical (25% is a reasonable benchmark). This scale of development enables sufficient parking space and circulation, plus shipping/receiving, and on-site landscaping. Overall, it can be concluded that there likely is limited capacity across the existing retail-commercial inventory to absorb additional floorspace.

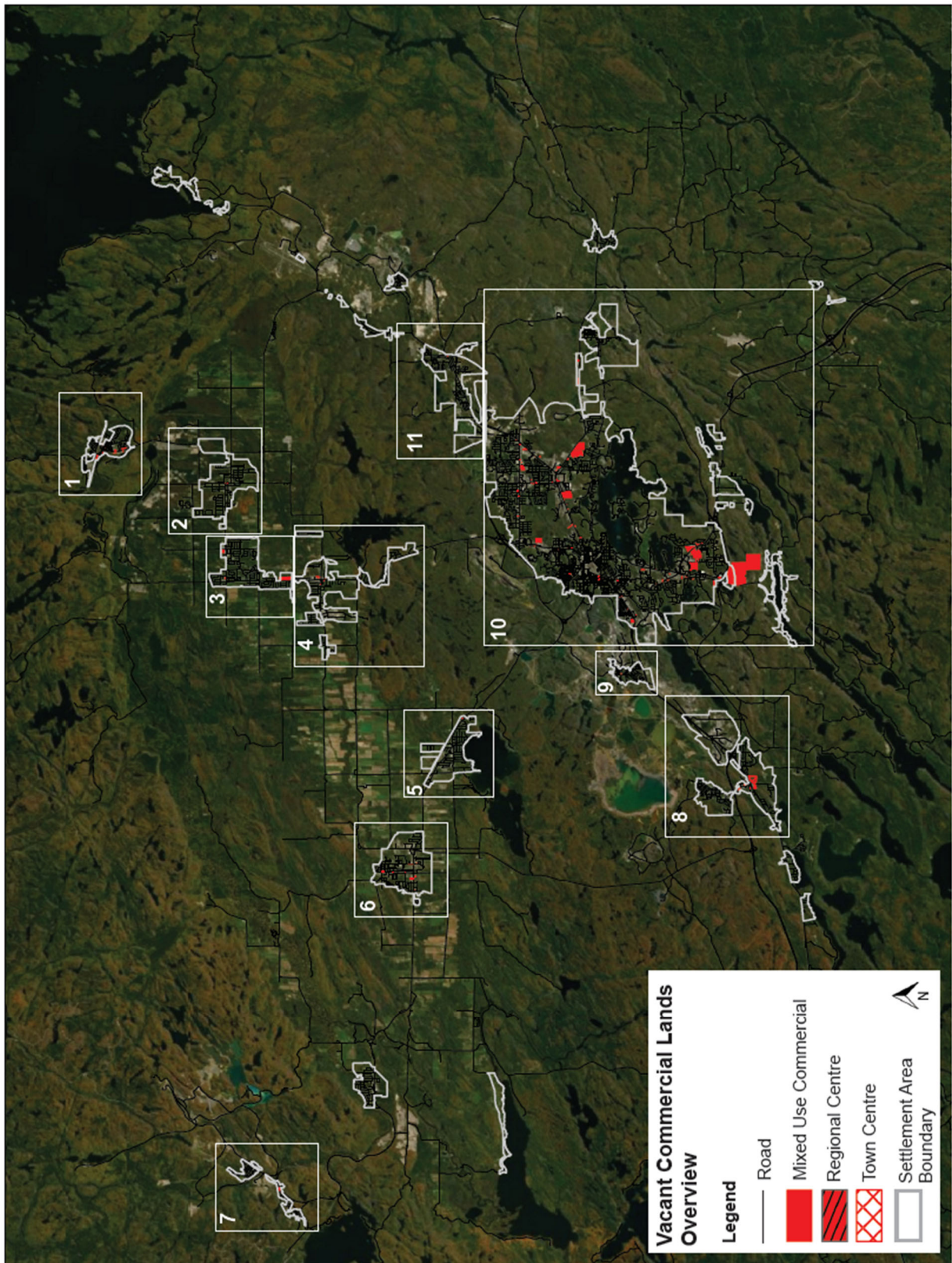
2.4.2 Conclusions

While there is an identified supply of nearly 340 hectares of Commercially-designated lands city-wide – almost half of which is serviced – there are limitations to the development prospects for a portion of this supply. The vast majority of these vacant lands are Mixed Use Commercial, meaning that the Regional Centre designation has only a limited extent of vacant lands. However, there may be considerable potential to intensify some existing large sites, as well as redevelop under-performing properties over time.

When examining the property size by count of parcels available, it is clear that the smallest parcels account for the largest share of available, serviced lands (properties less than 1 hectare in size account for 129 of the total 147 sites, or 90% of all parcels). However, the limited extent of larger, undeveloped, Commercially-designated lands may not be problematic, depending on the outcome of the land demand assessment, which is presented in a later section of this report.

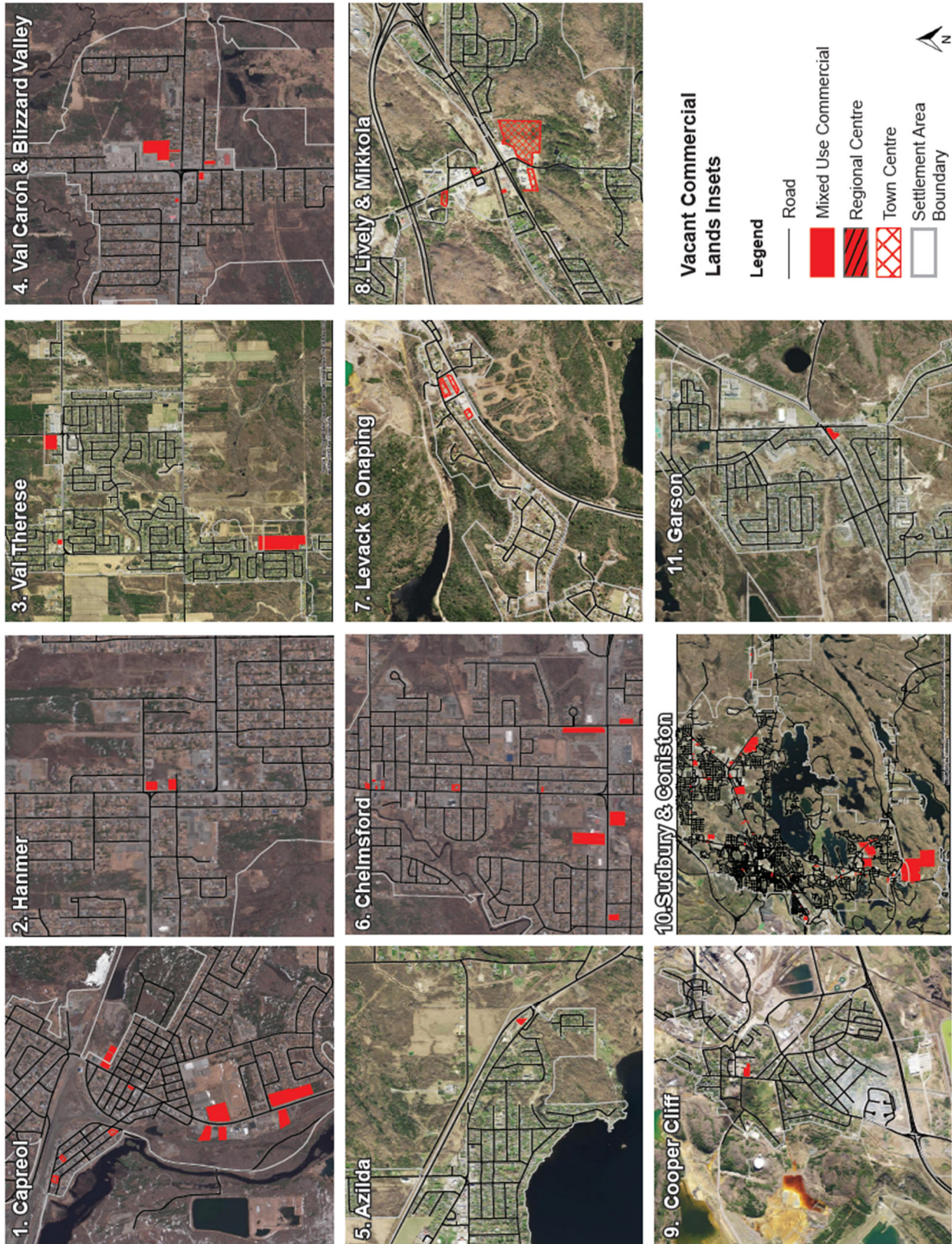
2.4.3 Vacant Commercial Lands Map – Overview

The following map identifies the vacant commercial lands across the city, by type (Mixed Use Commercial, Regional Centre, and Town Centre). Please refer to the insets on the following page.



2.4.4 Vacant Commercial Lands Map – Insets

The following map insets identify the vacant commercial lands across the city, by type (Mixed Use Commercial, Regional Centre, and Town Centre).



2.5 Shopping Centre Space

The Centre for the Study of Commercial Activity (CSCA) maintains an inventory of shopping centre space in major Canadian markets. In 2016, CSCA identified nearly 57 million m² of shopping centre space across the country, or 1.57 m² per capita. Canada's 28 Census Metropolitan Areas (CMAs) have on average 1.78 m² per capita – a higher figure, since major retail uses are concentrated in urban areas, rather than smaller, outlying communities. The Greater Sudbury CMA, with a 2016 population of 165,536, had 1.96 m² of shopping centre space per capita. This translates to a shopping centre inventory of approximately 324,500 m² for Greater Sudbury.

In a 2018 report, CSCA groups the 28 CMAs into five “clusters”, based upon shared economic and demographic indicators including population size, population growth rate, and personal income per capita. Greater Sudbury is clustered with Québec City, London, Oshawa, Windsor, Sherbrooke, Kingston, Saguenay, Trois-Rivières, Moncton, and Thunder Bay. These 11 CMAs mostly range in population from 100,000-400,000, have shopping centre space per capita ratios below or close to the overall CMA average, personal income below the overall average, and low population growth rates. These CMAs are characterized as traditional regional service centres originally established with respect to an agricultural or logging hinterland that now provide a full range of commercial, public administration, higher education, and health care activities.¹

ECONOMIC AND DEMOGRAPHIC INDICATORS BY CMA

Census Metropolitan Area	Population 2016	Population Annual Growth Rate 2014-2016	Personal Income per Capita	Shopping Centre Space per Capita (m ²)	Shopping Centre Space per \$Million Personal Income (m ²)
Québec City	807,211	0.67%	\$45,715	1.70	37.07
London	512,432	1.04%	\$42,363	1.90	44.78
Oshawa	393,977	1.30%	\$45,173	1.93	42.74
Windsor	340,279	0.88%	\$42,989	1.79	41.71
Sherbrooke	215,594	0.89%	\$40,191	0.99	39.20
Kingston	171,372	0.94%	\$44,655	1.69	37.81
Greater Sudbury	165,536	-0.08%	\$45,749	1.96	42.83
Saguenay	159,669	-0.18%	\$40,921	1.65	40.32
Trois-Rivières	157,764	0.48%	\$41,302	1.51	36.70
Moncton	149,744	1.14%	\$43,135	1.87	43.39
Thunder Bay	124,166	-0.33%	\$44,966	1.74	38.74
Cluster Mean (unweighted)	190,700	0.61%	\$43,378	1.76	40.51
28 Canadian CMAs (unweighted)	882,350	1.12%	\$45,951	1.86	40.69
<i>Source: CSCA</i>					

Greater Sudbury exhibits a population growth rate (2014-2016) that is below the average for the 28 Canadian CMAs, including many of the other markets within the cluster. While this is true for the brief time period indicated (2014-2016), Greater Sudbury's population actually increased overall from 2011-2016 by approximately 1,620 persons, or 1.0% (source: Census of Canada).

¹ Shopping Centre Over-Spacing in Canadian Cities. Centre for the Study of Commercial Activity. 2018. p. 8.

Greater Sudbury's personal income per capita is on par with the average for the Canadian CMAs, and above the average for the comparative markets. Notably, on a per capita basis, the amount of shopping centre space in Greater Sudbury is greater than the cluster mean, and the average figure for the 28 CMAs.

While CSCA remarks that there is evidence in their low growth rates and average incomes to suggest that the shopping centres in this CMA cluster might be susceptible to eCommerce impacts and could be considered "over-spaced", they also note that there may be some further nuance with respect to retail space needs in the local markets that warrants further investigation.² For the purposes of this report, it can be concluded that the present shopping centre inventory in Greater Sudbury represents an over-supply risk – certainly relative to comparative markets – although retail trends such as declining store sizes and the increasing consumer adoption of eCommerce are topics that needs to be considered in greater detail in terms of growth management decision-making.

The following exhibit identifies the 22 largest shopping centres in Greater Sudbury, as identified in the Canadian Directory of Shopping Centres.

SHOPPING CENTRES IN GREATER SUDBURY				
Centre Name	Type	Year Opened	GLA (m ²)	Major Tenant(s)
RioCan Centre Sudbury	Power Centre	1999	62,170	Costco, Home Depot, Cineplex, Staples
New Sudbury Centre	Regional	1957	52,736	Walmart, Sport Chek, Shoppers Drug Mart
Rainbow Centre Mall	Retail Mixed Use	1971	32,516	Hart, World Gym, Imagine Cinemas
Southridge Mall	Community	1981	30,658	Giant Tiger, TSC Stores, Sport Chek, Fabricland
SmartCentres Sudbury	Power Centre	2010	21,639	Walmart, Dollarama
Sudbury Place	Community	1981	17,835	Canadian Tire, Real Canadian Superstore
Silver Hills Centre	Power Centre	2009	13,935	Best Buy, Marshalls, Toys R Us
Place Bonaventure Mall	Community	1978	12,077	Your Independent Grocer, Hart
Place Val Est Shopping Centre	Neighbourhood	1983	10,273	Metro, Rossy
Lasalle Court Mall	Neighbourhood	1988	8,633	Metro
747 Notre Dame Ave.	Community	1998	8,451	The Brick, Staples, Dollarama
Notre Dame Square	Neighbourhood	1985	5,114	N/A
Garson Mall	Neighbourhood	1990	4,865	Foodland
Algonquin Square	Neighbourhood	1995	4,730	Smith's Markets
Cedar Pointe Plaza	Neighbourhood	1981	4,181	Bulk Barn
Four Corners Plaza	Neighbourhood	1979	3,962	Food Basics
Times Square	Neighbourhood	1975	3,918	N/A
Metro Plaza	Neighbourhood	1989	3,308	Metro
450 Notre Dame Ave.	Convenience	1984	3,298	N/A
Lasalle Street Plaza	Neighbourhood	1969	3,038	N/A
Lasalle Square	Neighbourhood	1989	2,602	N/A
1380 Lasalle Blvd.	Neighbourhood	1975	2,328	N/A
TOTAL			312,265	
<i>Note: Major tenants verified using online sources August 28, 2020 (but subject to change).</i>				

² Shopping Centre Over-Spacing in Canadian Cities. Centre for the Study of Commercial Activity. 2018. p. 8.

2.6 Local Retail Market Perspectives

In June 2020, members of the Consultant Team completed market reconnaissance of the city's commercial areas. Our focus of interest was on the three Regional Centre areas, Sudbury's Mixed Use Commercial arterials, as well as the Downtown. The outlying Settlement Areas were not visited, although a desktop inspection of available mapping was completed. The following is a summary of key observations:

- The three Regional Centres each exhibit a very different character:
 - The Regional Centre in the north, at the intersection of Lasalle Boulevard and Barrydowne Road, is home to New Sudbury Centre – the largest enclosed regional shopping centre in Northern Ontario. It is situated directly across from Sudbury Place community shopping centre, creating a retail agglomeration. Beyond the Regional Centre's geographic limits, both Lasalle Boulevard and Barrydowne Road feature additional retail-commercial uses at various scales. This area appeared to exhibit a healthy level of occupancy (although a store-by-store inventory was not undertaken).
 - The Regional Centre at Kingsway and Silver Hills Drive/Barrydowne Road is a concentration of power centre-type uses – a spectrum of big box/small box retailers that are found in markets across Canada. With few exceptions, these properties appeared to be well occupied at the time of our inspection. Undeveloped lands (designated Mixed Use Commercial) on the west side of Silver Hills Drive at Kingsway have the potential to expand upon this critical mass of retail-commercial activity.
 - The Regional Centre in the southwest part of Sudbury is home to Southridge Mall. This enclosed, community-scale shopping centre has major tenants including Giant Tiger, TSC Stores, Sport Chek, and Fabricland. However, there is presently a considerable amount of available space within the mall, which has seen turnover of its anchor tenants (formerly department store and grocery store uses). In contrast to the other two Regional Centres, this area – which extends beyond the mall site – has considerable land remaining for future development, as well as prospective redevelopment sites.
- The city's Mixed Use Commercial corridors exhibit a range of uses, including a significant amount of retail-commercial development. The following observations pertain to various areas we toured:
 - Lorne Street – A principal east-west arterial in the west part of the city, Lorne Street (between Kelly Lake Road and Martindale Road) features a mix of industrial, commercial, retail, and motel properties. There are also some houses that have been converted to commercial use. While the properties along the north side of Lorne Street are generally small, the greater depth of some properties on the south side would more easily facilitate future redevelopment, should such demand arise.
 - Regent Street and Paris Street/Long Lake Road – The Mixed Use Commercial environment in the vicinity of the Regional Centre at the Four Corners is a concentration of retail-commercial activity. There are a mix of freestanding properties, strip plazas, and neighbourhood-scale shopping centres.
 - Kingsway – The portion of Kingsway between Kitchener Avenue and Silver Hills Drive is home to numerous restaurants and automotive-related businesses, including new and used vehicle sales, service, and rental. The properties tend to be freestanding, rather than multi-tenanted plazas/shopping centres. The commercial mix also includes hotels in the vicinity of Silver Hills Drive, and further to the east.
 - Falconbridge Road – The Mixed Use Commercial corridor along Falconbridge Road, northeast of Kingsway, is more commercial in character, as opposed to retail and personal services functions. There are a few automotive-related uses in this area.

- Lasalle Boulevard – The principal east-west arterial across the north part of Sudbury, Lasalle Boulevard features a mix of land uses, including retail-commercial properties at all scales of development. A number of the shopping centres along Lasalle Boulevard were constructed in the 1970s and 1980s, with some newer freestanding properties completing the composition of this area, from a retail-commercial perspective.
- Notre Dame Avenue – The Mixed Use Commercial corridor from Lasalle Boulevard south towards Downtown includes restaurants, freestanding sites, strip plazas, automotive uses, and big box retail – a wide variety of retail-commercial uses.
- Greater Sudbury's Town Centres are found in the Settlement Areas beyond Sudbury, and offer a range of retail-commercial uses at different scales that are guided by the size of the local population. Overall, there is only a limited amount of undeveloped land in the Town Centres category. The prospects for growth in the Town Centres will be dictated by future population increases in these communities, while recognizing that Sudbury itself will continue to be the dominant retail-commercial hub for the broader region.

2.7 Institutional Land Supply

2.7.1 Analysis of Institutional Land Supply

The city's existing institutional lands accommodate a range of uses, including: schools (elementary, secondary, post-secondary, and specialty uses); hospitals; nursing homes; other institutional residences; office buildings; a correctional facility; and others. These uses have varying site selection requirements, and are incorporated into the fabric of the community in different ways; some are campus settings, while others blend into the environment more seamlessly. These existing sites may offer the ability to accommodate on-site expansion to meet future growth.

In reviewing the large land holdings of Laurentian University, Cambrian College, and Collège Boréal, all three sites offer excess lands that would be suited to accommodate future institutional and related development. In contrast, one of the city's other large institutional sites, Health Sciences North, appears to have limited capacity for expansion.

In our assessment of Institutionally-designated lands across Greater Sudbury, the Consultant Team has not identified any vacant sites that are considered well-suited for future development. One vacant site (3.6 hectares) lies behind an institutional property located on 2nd Avenue N. It is a running track and playing field area, and has only limited roadway frontage, making development/redevelopment more challenging.

2.7.2 Conclusions

The Consultant Team has observed that the city has essentially no vacant (undeveloped) land specifically designated as Institutional to accommodate future needs – although certain Official Plan designations (such as Living Areas, where such uses are compatible with the residential function of neighbourhoods; Mixed Use Commercial; Regional Centres; Town Centres; and Downtown) permit institutional uses.

2.8 Downtown Land Supply

2.8.1 Analysis of Downtown Land Supply

The Consultant Team has identified a vacant land inventory of some 10 gross hectares across 79 individual sites in the Downtown. All of this land is serviced. Of these sites, 50 are surface parking lots. A total of 25 sites are surface parking lots used in conjunction with another property (1.9 hectares), while another 25 are parking lots not specifically associated with another property (3.4 hectares), which together total 5.3 hectares (or close to 50% of the vacant Downtown land supply).

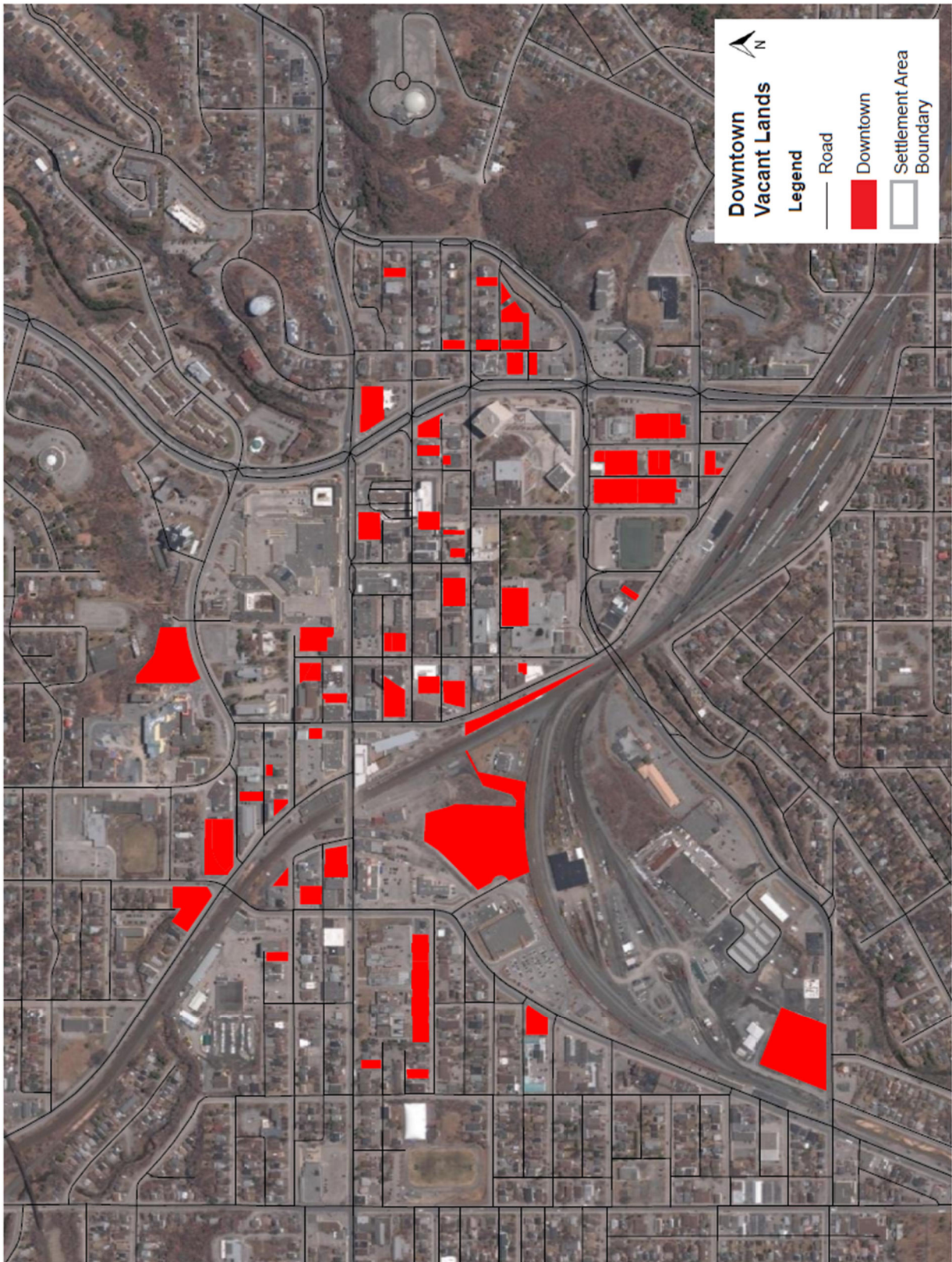
VACANT DOWNTOWN LANDS								
Official Plan Designation	Serviced		Partially-Serviced		Unserviced		TOTAL	
	# of sites	Area (ha)	# of sites	Area (ha)	# of sites	Area (ha)	# of sites	Area (ha)
Institutional	79	10.4	0	0.0	0	0.0	79	10.4
TOTAL	79	10.4	0	0.0	0	0.0	79	10.4

2.8.2 Conclusions

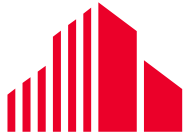
In general, the vacant Downtown lands are very small parcels – 70 of the 79 sites are less than one-quarter of a hectare. While there are certainly sites that have the potential for future development, parking needs will have to be addressed, and it may be necessary to assemble multiple parcels (occupied and vacant) in order to execute a significant development/redevelopment project.

2.8.3 Vacant Downtown Lands Map

The following map identifies the vacant Downtown lands.



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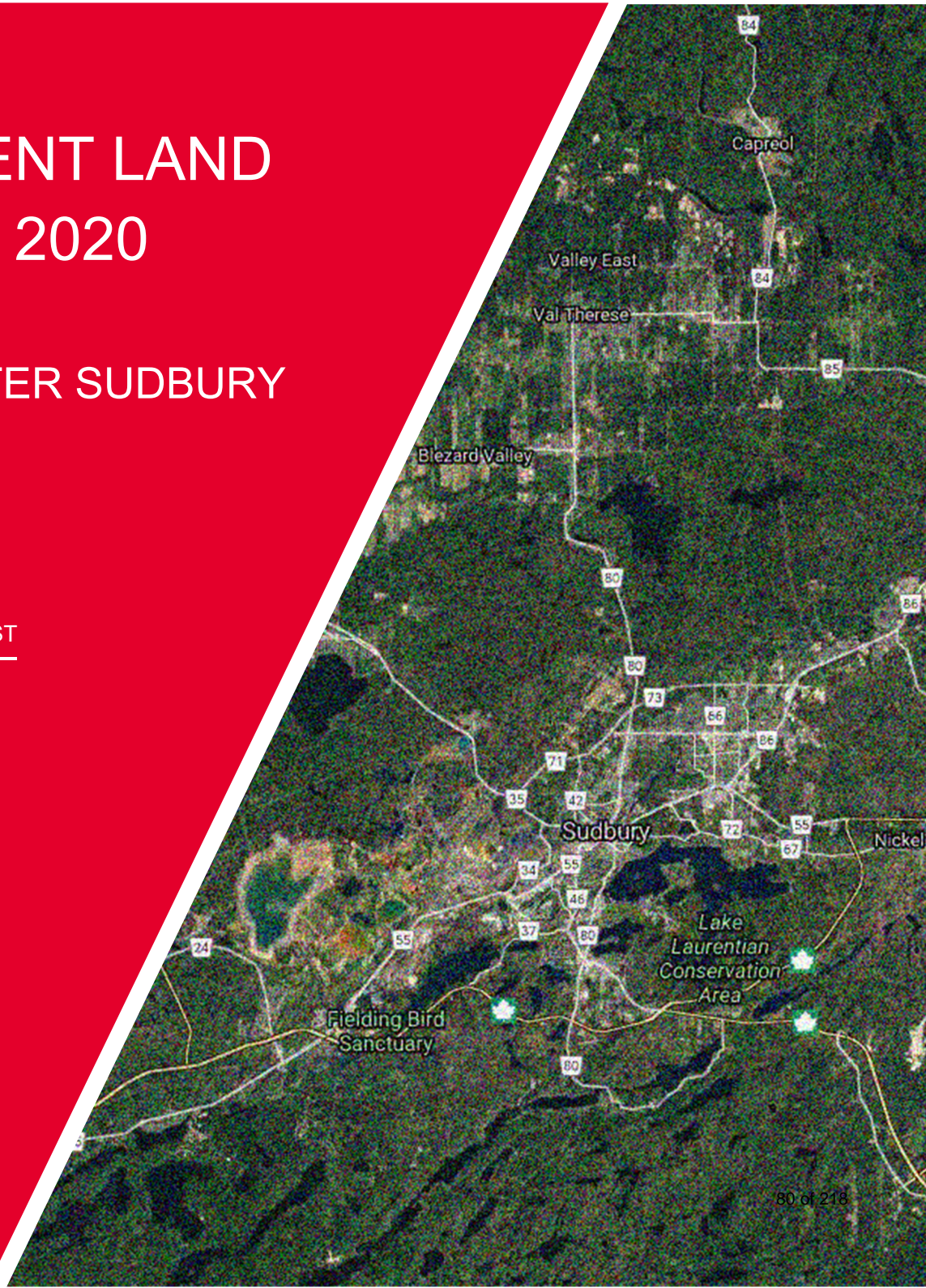
EMPLOYMENT LAND STRATEGY 2020

CITY OF GREATER SUDBURY

DELIVERABLE #3

TRENDS ANALYSIS

DRAFT AUGUST 31ST



3.0 TRENDS ANALYSIS

3.1 Office Sector Trends

3.1.1 Prevailing Trends in the Office Market

An important factor when contemplating the amount of future lands required to accommodate long-term office space demand is the densification of office space. This is a reference to the changing office workplace environment, which (pre-COVID-19) had been seeing a persisting trend towards smaller allocations of space per employee. This was driven by several factors, including:

- more efficient office building design, allowing greater utilization of floor plates;
- higher occupancy costs (net rental rates, operating costs, and taxes), contributing to a reduced space allocation on a per employee basis by firms;
- adoption of technology, enabling mobile and off-site productivity, as well as reducing paper filing and storage requirements; and,
- increased telecommuting and desk sharing practices among co-workers.

Greater Sudbury's public and private sector office space is principally located in the Downtown area, along with a significant Canada Revenue Agency/Sudbury Tax Services Office building at 1050 Notre Dame Avenue. From a site selection perspective, the following characteristics are of importance:

- Access to an educated workforce – Greater Sudbury's post-secondary facilities are a vital source of skilled workers for local businesses.
- Desire for mixed-use/"urban" environments – office occupiers that are seeking to attract employees in the competitive jobs market recognize that offering a workplace with proximity/accessibility to restaurants/bars, retail opportunities, recreation spaces, and a high-quality public realm, is critical.
- Public transportation accessibility – in many urban areas, opportunities to travel via public transit is becoming an increasingly important option as an alternative to auto-oriented commuting. However, this dynamic is not as prevalent in Greater Sudbury compared to other metropolitan markets, due to the size of the city, and the ease of commuting by private vehicle.

3.1.2 Perspectives on COVID-19

Cushman & Wakefield's Chief Economist and Global Head of Research and team have authored significant content related to the COVID-19 crisis, and the recovery process. As a worldwide firm, Cushman & Wakefield has unique insights from all parts of the globe, which are experiencing different phases of the pandemic. In this section of the report, we have extracted segments from several recent research reports and "white papers" that discuss aspects of the pandemic, and the associated impact on office markets.

- "In the near term, while retail and hospitality will be hardest hit, office demand will be restrained as well. Rising vacancy is likely to suppress office rent growth until business confidence and activity is restored."
- "Office occupiers may pause on expansions in the near term until the services sectors prove their resilience in the face of weaker near-term global demand."

- “The brief surge in remote working should not, on its own, cause office vacancy rates to rise significantly right away. It is important to note that 91% of all office leases are 2 years in length or longer; thus, even though many office buildings are sitting empty now, they are still leased. That said, clearly there is significant disruption occurring in every sector of the economy, including the office sector. We expect absorption, both gross and net, to slow substantially world-wide and turn negative in many markets. In terms of vacancy and rents, both are strongly correlated with the unemployment rate; it will be a key metric to watch going forward – including the trajectory of the improvement during the recovery.”
- “Many occupiers and landlords are in ‘wait-and-see’ mode. Companies are distracted by the impact to current operations, and focused on figuring out how to deal with remote workers, closed locations, and disrupted supply chains.”
 - After the initial disruption to business while transitioned to the stay-at-home environment, many/most employees successfully adapted to new modes of work. There is growing discussion on the extent of how permanent the work-from-home potential could be among various industries that use office space.
- “The crisis may lead to a changed perception of work-from-home. In many cases, organizations that have never had any (or any significant portion of) employees work remotely have been doing so due to shelter-in-place orders. However, it is likely that most workers will continue to access office space on a regular basis, even if they increase the frequency of remote work.”
 - The importance of social interactions was highlighted during the mandatory work-from-home paradigm. Opportunities for learning and collaboration are also quite different at home versus in a communal office environment.
 - There is some sentiment that a shorter-term mandated work-from-home period would primarily reveal the upside of this lifestyle. However, in a prolonged state, the ‘pains’ of working from home become apparent, with many employees seeking to return to office space.
- Post-crisis... “There will be exploration of the ‘office workplace ecosystem’, including primary office space, co-locations, flex spaces, and work-from-home arrangements.”
- “Some occupiers are considering shorter-term leases during a period of increased uncertainty, and are requesting to investigate ‘blend and extend’ leases, or are asking to renegotiate terms.”
 - Tenants are pausing decisions on new lease commitments and plans for expansion until economic and market dynamics are better understood, and a path forward is clearer.
- “An anticipated rise in vacancy is likely to suppress office rent growth until business confidence and activity is restored. If this vacancy comes in the form of considerable sublet space in addition to headlease space, then this is problematic; it would prolong the downward pressure on rents, and make new construction even less likely.”
 - Office vacancy and rents are strongly correlated with the unemployment rate. If job losses go from temporary to permanently destroyed, then the rise in the unemployment rate will be longer-lasting, causing vacancy to rise over the coming quarters.
- “Availability of sublease space is a sign of softness in the market, as occupiers look to cut costs and offload excessive space. This is where vacancy will show up first.”
- “Office space planning/layouts may go through a transition in thinking. The trend towards shrinking space per worker (‘densification’) may reverse, to enable increased physical distancing. As well, the frequency of work-from-home may increase, and non-assigned desk office environments (‘hotelling’) may become more prevalent.”

- “From a corporate real estate perspective, some larger firms may re-evaluate their centralized strategy (one central office) and transition to a more decentralized structure (multiple offices – perhaps a Downtown HQ with several smaller Suburban offices), in order to allow suburban-living employees to live closer to work, to give employees more options about where to work, and to mitigate risk of office closures/downtime.”
 - The “centralization” strategy is underpinned in a belief that office densification and hotelling would help offset higher rent costs associated with Downtown locations versus the Suburbs. While true, if there is a reversal of the densification trend, then the occupancy cost savings disappear. Thus, Suburban office demand could be reinvigorated.
 - Some firms may seek to become owners and sole occupiers of their building, or single-tenants in a new design-build, in order to control all aspects of their premises (entry, elevators, etc.).
- “From a market trends perspective, an acceleration of work-from-home office-type employment would place downward pressure on office space demand, while a reversal in the densification of office space toward more allotment of space per worker has the counter-effect.”

In summary, there is split sentiment about this asset class, from the perspectives of space demand and land needs. The effect of the competing forces of increasing work-from-home and hotelling (leading to less office space demand) versus higher allocation of space per office worker (leading to increased space demand) must be closely monitored going forward. If proven COVID-19 treatments/therapies/vaccines emerge, a reversion to denser office spaces may be anticipated. Most surveys indicate a larger share of office workers will permanently work from home. Similarly, we’ll see a larger agile worker population – people who work remotely at least some of the time.

Opportunities for knowledge spillover, innovation and creativity, employee bonding, culture and brand, mentoring and training, productivity, and more, are reasons that office real estate will continue to play a vital role in the way organizations work and grow. Ultimately, office workplace and market demand dynamics will evolve as a result of the crisis.

3.2 Industrial Sector Trends

3.2.1 Prevailing Trends in the Industrial Market

Demand for the conversion of lands within designated employment areas to other uses is an ongoing issue faced by many municipalities. The nature of employment continues to evolve away from a historic manufacturing base to a more service-based economy. In permitting the conversion of employment lands to a non-employment use, these lands are highly unlikely to revert in the future back to an employment use; they are “lost” forever. A land supply to meet residential growth targets (plus lands needed to accommodate retail-commercial uses) is sufficiently available (or can be accommodated) in locations designated and planned for such uses. Therefore, a municipality must carefully weigh the benefits and drawbacks of any proposed industrial land use conversion, in order to maintain/preserve sufficient lands to accommodate anticipated long-term industrial employment demand.

The amount of industrial floor space per worker continues to increase. The growing adoption of automation is impacting traditional manufacturing employment. In some markets – although far less pronounced in Greater Sudbury – warehousing and distribution is the dominant component of growth, and it has a relatively low employment density. Due to their large building footprint (and accordingly, land cost), warehousing and logistic uses are typically attracted to large sites on the urban periphery, which feature ready access to multiple highways. The taller ceiling clear height found in modern industrial buildings means that floor space is being replaced by vertical space – without a corresponding increase in a requirement for labour.

Municipalities should encourage a range of parcel sizes, locations, and timing/levels of servicing of employment lands, in order to be responsive to occupier and developer requirements. Having an adequate supply of serviced lands can act to suppress land price inflation, by ensuring choice in the marketplace, and enabling multiple market participants (not just a small group of dominant landowners/investor). If there is too limited a supply, or an insufficient range of choices of location/size, then occupiers will look elsewhere. Industrial developers are sensitive to land pricing – it is a key component of their development pro forma model – and they will seek markets that provide lower cost options (which generally coincides with movement from the core towards the urban periphery, or beyond).

Older industrial areas with buildings that no longer meet the requirements of contemporary business (i.e. properties with lower ceiling clear height, a less functional site layout for truck movements/distribution, etc.) may convert over time to alternate uses – although there is uncertainty and complexity in anticipating the adaptive re-use of employment lands. While this may displace/replace industrial-type employment, such adaptive re-use of buildings could include more office-type functions – particularly firms seeking low-cost environments that do not need conventional office space (such as high-tech start-ups, and other “new economy” uses). Regeneration and intensification within older, established industrial areas can play a part in unlocking future employment potential. Providing flexibility in planning policy (such as permissive zoning, context-appropriate parking standards, etc.) to accommodate alternative, compatible uses will be important in attracting such opportunities for intensification of employment within established business parks, as opportunities arise over time.

3.2.2 Perspectives on COVID-19

In the following section, we have extracted segments from several recent Cushman & Wakefield reports and “white papers” that discuss aspects of the COVID-19 pandemic, and the associated impact on industrial markets.

- “The globe’s industrial-logistics sector was booming before this crisis – net new leasing activity, rents, construction activity, and occupancy levels were at record highs. Given COVID-19’s impact on global trade, we expect some near-term headwinds. Longer-term, COVID-19 is accelerating the shift to eCommerce out of necessity. That may induce some longer-lasting behaviors in consumers. We expect the industrial-logistics sector to come out of this crisis stronger than ever.”
- “The outlook for logistics remains unadjusted, as eCommerce continues to expand structurally, and supply chains are reorganized to enable faster and more cost-efficient delivery. Even before the pandemic, the growth of online grocery sales was driving demand for cold storage warehouses.”
- “Many industrial development projects have been put on hold, as developers and investors take a ‘wait-and-see’ approach to the market and economy. However, the industrial sector entered the crisis with extremely robust fundamentals, and is positioned to weather the crisis better than most other product types.”
- “Vacancy is likely to increase, but remain extremely tight relative to historical precedents.”
- “Occupier demand was very strong pre-COVID. How quickly will this disappear? There may be a halt in the rapid pace of rental rate growth seen in some markets until the economy stabilizes and rebounds. This could impact prospects for new construction for a period of time – particularly speculative building (a developer commencing construction without a lease commitment already in place).”
- “Although anticipated to be more resilient than the office or retail sectors, industrial real estate has seen challenges related to supply chain shortages. Also, a meaningful amount of industrial space is occupied by retailer/wholesalers, many of which are struggling.”

- “The crisis may lead to an increase in domestic production of ‘mission-critical’ things – particularly linked to the health care sector. Improved supply chains are also identified as an area for future improvement.”
 - Rebirth in the manufacturing sector in any form would be a good news story.

In conclusion, the majority view is that industrial is likely to perform best among the three core commercial real estate classes (office, industrial, and retail) during both the downturn and the recovery period. Potentially, space demand could even surpass the pre-COVID floor space projections on the upside, due to eCommerce and other logistics-related opportunities, and any manufacturing renaissance that might emerge.

3.3 Retail Sector Trends

3.3.1 Prevailing Trends in the Retail Market

The retail sector is a constantly evolving business, with changing store formats, shopping centre formats, anchor tenant brands, and consumer behaviour. The arrival and abrupt departure of Target; the continued expansion of Walmart; the demise of Sears and Zellers; the entry of new US department stores; ongoing consolidations in the grocery segment (Sobey’s acquiring Canada Safeway; Loblaw acquiring Shoppers Drug Mart); Leon’s acquisition of The Brick – these are a few of the significant changes seen across Canada’s retail landscape in just the past several years.

Shopping centres constitute the major supply-side channel for the delivery of goods and services to consumers. In Canada, shopping malls emerged in the latter half of the 1950s, and challenged the long-standing dominance of stores in strips, and historic downtowns. By the end of the 1960s, sales activity in shopping centres exceeded those in stores on strips.³

With retail activity along retail strips giving way to malls and plazas in the 1960s, the next innovation in retail real estate took place in the 1990s with the onset of big box and power centre format shopping centres – highlighted in Canada by the entry of Walmart – which slowed the development of traditional shopping centre format development. Stores in categories such as furniture and home furnishings, electronics and appliances, general merchandise, and others located in neighbourhood, community, and regional-scale shopping centres began to experience severe pressure in the face of competition from freestanding stores operating in a big box format, or in a power centre cluster.⁴

In Greater Sudbury, among the largest shopping centres in the market today are some of the newest additions, by year opened (SmartCentres Sudbury [2010], Silver Hills Centre [2009], and RioCan Centre Sudbury [1999]) – all power centre-format developments. Notably, some of the city’s largest shopping centres are also among its oldest retail-commercial stock (New Sudbury Centre [1957], and Rainbow Centre Mall [1971]). Among Greater Sudbury’s 22 largest shopping centres, 45% of the inventory was built during the 1970s and 1980s, and close to one-third was added from 1999-2010.

The most pressing current trends impacting retail real estate relate to the rapid adoption of eCommerce and the transfer of shopping centre sales to the online marketplace. This is linked with an associated decline of store sizes, as retailers adapt to evolving conditions. A number of big box retailers are exploring smaller sized box stores, due to concerns over productivity, and under-utilized square footage. Also, smaller format stores are more compatible in urban environments when seeking infill sites, as prime sites are not as readily available (or in the case of higher land costs – affordable).

³ Assessing Shopping Centre Space Needs in Canada. Centre for the Study of Commercial Activity. 2018. p. 1.

⁴ Assessing Shopping Centre Space Needs in Canada. Centre for the Study of Commercial Activity. 2018. p. 2.

The following trends are related to changing online shopping behaviour, which will impact demand for “bricks and mortar” retail space in the future:

- Increase in Online Sales – Pre-COVID-19, Deloitte had projected that by 2030, eCommerce will comprise 30% of all retail sales – up from around 10%. This is attributable to the popularity of smartphones and tablets.
- Shopping with Mobile Devices – Consumers have embraced online shopping, and savvy retailers are pursuing new ways of engaging with mobile shoppers, such as applications (apps) that track consumer locations in proximity to their stores within a shopping centre (using the GPS functionality of the mobile device) and offer targeted promotions – even based upon previous buying experiences.
- Showrooming – Online-focused retailers may open small store locations in shopping centres or other locations to showcase various products, and allow consumers to experience the merchandise – see it first-hand, try it on – but ultimately place an order electronically. The shopper does not leave with the merchandise; it is shipped directly to their home. In this eCommerce era, people are already conditioned to receiving product through the mail/by courier.

Overall, these trends point to changing consumer behaviours that will likely translate into a reduced amount of shopping centre space per capita in the future. Online shopping has emerged as a necessary sales channel for many retailers – one that is gaining increased attention and investment. While shopping will remain an experience, eCommerce is ultimately about convenience. The outlook for Greater Sudbury is a likely decline in the amount of physical shopping centre space per capita over time, along with the closure of under-performing store locations. Shopping centres are commonly a focal point and entrenched element of a neighbourhood/community, and they are invariably well located. In the future, there may be an opportunity to transform some of these more distressed assets into mixed-use redevelopment sites combining retail-commercial space with other uses, including residential. While this will not dramatically reduce the need for new greenfield residential growth in the city, it may present some opportunities to capitalize on centrally-situated sites for medium and higher density forms of residential development.

3.3.2 Perspectives on COVID-19

The following section includes retail-market focused perspectives on the COVID-19 crisis that have been extracted from several recent Cushman & Wakefield research reports and “white papers”.

- “This event is likely to accelerate a trend that was already in the making: the secular shift toward eCommerce, which continues now at a faster pace. Certain aspects of the retail sector will now be more severely challenged, and we will see more store closures as a result. There’s currently plenty of negative press about the retail sector, so rather than pile on, here are a few positives. Consider this: prior to this event, brick and mortar stores in Canada accounted for ~90% of total retail sales, and eCommerce just ~10%. So physical retail was still by far the dominant way people shopped. Certain concepts are going to survive this and will thrive. In fact, the retail sector is always evolving due to quickly changing consumer tastes and preferences. If any sector knows how important it is to adapt, it is retail. When this is over, people will be chomping at the bit to go out and shop, eat, play, and exercise.”
- With regard to eCommerce activity... “The necessity of shelter-in-place is accelerating the long-term shift to eCommerce. It is currently the only channel connecting with consumers for many categories of retail. The current pandemic is likely to induce some longer-lasting behaviors in consumers.”
- “The economic downturn will favor value: dollar stores, discounters, warehouse clubs, and lower price superstores.”

- “Necessity retail (i.e. grocery, convenience, and drug stores) will be a bright spot; such sales have surged recently. The near-term economic impact of the crisis means that consumers will be focused on value and essentials – both in-store and online.”
 - Although not noted in this report, this is also true of beer-wine-liquor sales – given the decline in spending in bars and restaurants.
 - Overall discretionary-type spending may be impacted for a prolonged period of time – particularly among individuals who have lost their job, and have scaled back purchases in order to prioritize food buying and mortgage/rent payments.
- “Fast food chains quickly ramped up ‘contact-less delivery’ and pickup strategies to adapt.”
 - This is also true of the grocery sector. The long-term effect of this will be of particular interest – and potentially transformative.
- “Many retailers already struggling with high debt loads will not survive the crisis. The crisis is also accelerating the ongoing demise of the weakest shopping centres and malls.”
 - It is premature to ascertain the impact of the COVID crisis and economic downturn on retail vacancy. There will be winners and losers in different retail categories. But this will be the “last straw” for some businesses that were already in a precarious position, following up significant retail bankruptcies and store closures that have taken place in recent years.
- “Enclosed malls are being hit much harder by the crisis than outdoor centres, many of which have been able to remain open due to their concentration of ‘essential’ retailers.”
 - The clothing/apparel, entertainment, and restaurant/food court focus of many enclosed shopping centres is not aligned with shopping patterns seen during the crisis, with those tenancies listed being more oriented towards discretionary purchases.
- “Social distancing will temporarily halt some of the hottest trends in physical retail: experiential concepts, entertainment, food and beverage, food halls, fitness clubs, upstart independent brands, digital native retailers, and pop-up stores.”
- “Retail is moving from being a standalone shopping destination to becoming the ultimate amenity in live/work/play communities. The crisis will accelerate the ongoing trend of malls and shopping centres adding mixed-use elements.”

Some retailers will face un-budgeted expenses associated with changing their in-store architecture, in order to facilitate social distancing as public health-mandated restrictions are lifted. On a positive note, circumstances such as the current downturn present a rare opportunity for a landlord to reposition a property, upon the (previously unanticipated) departure of a major tenant. While seen as important drivers of consumer traffic, to some degree the typically long-term nature of retail anchor/major tenant leases can also encumber a property owner’s ability to actively manage the asset over time.

In the office and industrial markets, *job declines* are being felt, but are anticipated to rebound through the recovery. In the retail market, *revenue declines* are the biggest hurdle to overcome (and inevitably, some businesses will not recover); job losses are a by-product of this crisis. Retailers have put the brakes on discussions of any new deals. Their present focus is on monitoring cash flows, pursuing rent relief, negotiating more favourable lease terms at existing locations, exploring lease terminations (where permitted), and capital preservation.

The COVID-crisis has had an immediate and profound impact on the retail sector, with many “non-essential” businesses suffering from a dramatic loss of income. The transition to online sales will accelerate even faster than the pace it had been on pre-crisis, and is probably the single biggest factor with respect to long-term demand for retail real estate. Sadly, there will be long-lasting/permanent effects for some businesses within this industry, with store closures and bankruptcies appearing inevitable (of course, some businesses were already at a critical tipping point pre-downturn).

3.4 Non-Residential Building Permit Activity

The Consultant Team reviewed building permit data provided by City staff for the period from January 2011 through June 2020. Over this time period, nearly 400 non-residential permits were issued across the City of Greater Sudbury, within the parameters of importance to our analysis. We have classified the permits into four categories: Commercial, Industrial, Institutional, and Civic & Cultural. Examples of these uses are as follows (note – we have identified that there is some overlap among the Institutional and Civic & Cultural categories within the building permit data):

- Commercial – Restaurant, auto dealership, fast food, offices, hotels and motels, medical offices, banks/financial institutions, shopping centre/mall/plaza, service station, supermarket, etc.
- Industrial – Manufacturing, storage, industrial plant, industrial supplies, contractor's yards, etc.
- Institutional – Elementary schools, secondary schools, college and university, hospitals, nursing homes, special schools, etc.
- Civic & Cultural – Cemeteries, airport, racetrack, municipal yard, arenas, libraries, government offices/civic buildings, courthouse, etc.

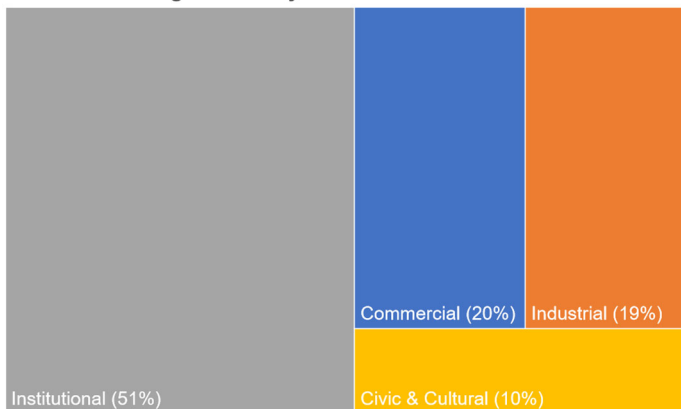
The following are notable observations from our analysis:

- New building permits (\$384 million) accounted for nearly one-half of the total permit value during the 2011-2020 period, but represented just one-third of total permits, by count of permit.
- Permits for additions to existing properties – reflecting reinvestment in the stock of non-residential buildings – totaled \$403 million, and accounted for nearly one-half of all permits, by count.
- By count of permit, the Commercial and Industrial categories each accounted for a 36% share of total permits, followed by Institutional (19%), and Civic & Cultural (10%).

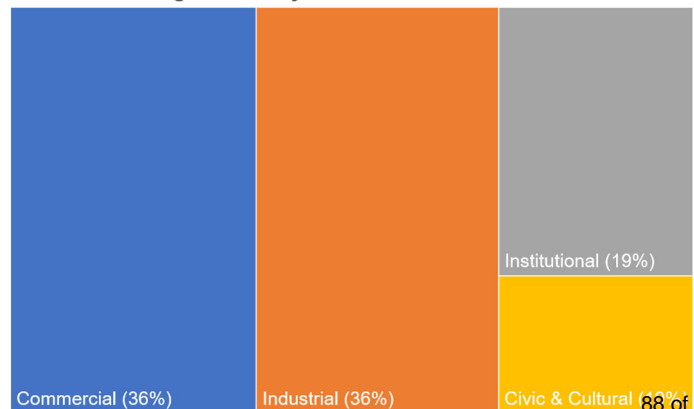
VALUE AND NUMBER OF PERMITS BY LAND USE							
Building Type	New Structure		Addition		Ancillary Structure		Total
	Value (\$Millions)	#	Value (\$Millions)	#	Value (\$Millions)	#	Value (\$Millions) #
Commercial	\$108.1	48	\$49.0	72	\$0.5	18	\$157.6 138
Industrial	\$89.8	57	\$55.7	63	\$3.9	16	\$149.4 136
Institutional	\$109.5	15	\$296.2	43	\$1.3	14	\$407.0 72
Civic & Cultural	\$76.3	10	\$2.1	5	\$2.9	22	\$81.3 37
TOTAL	\$383.7	130	\$403.1	183	\$8.5	70	\$795.3 383

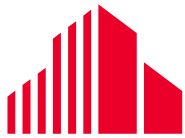
Source: City of Greater Sudbury and Cushman & Wakefield

Building Permits by Land Use – Value of Permits



Building Permits by Land Use – Count of Permits





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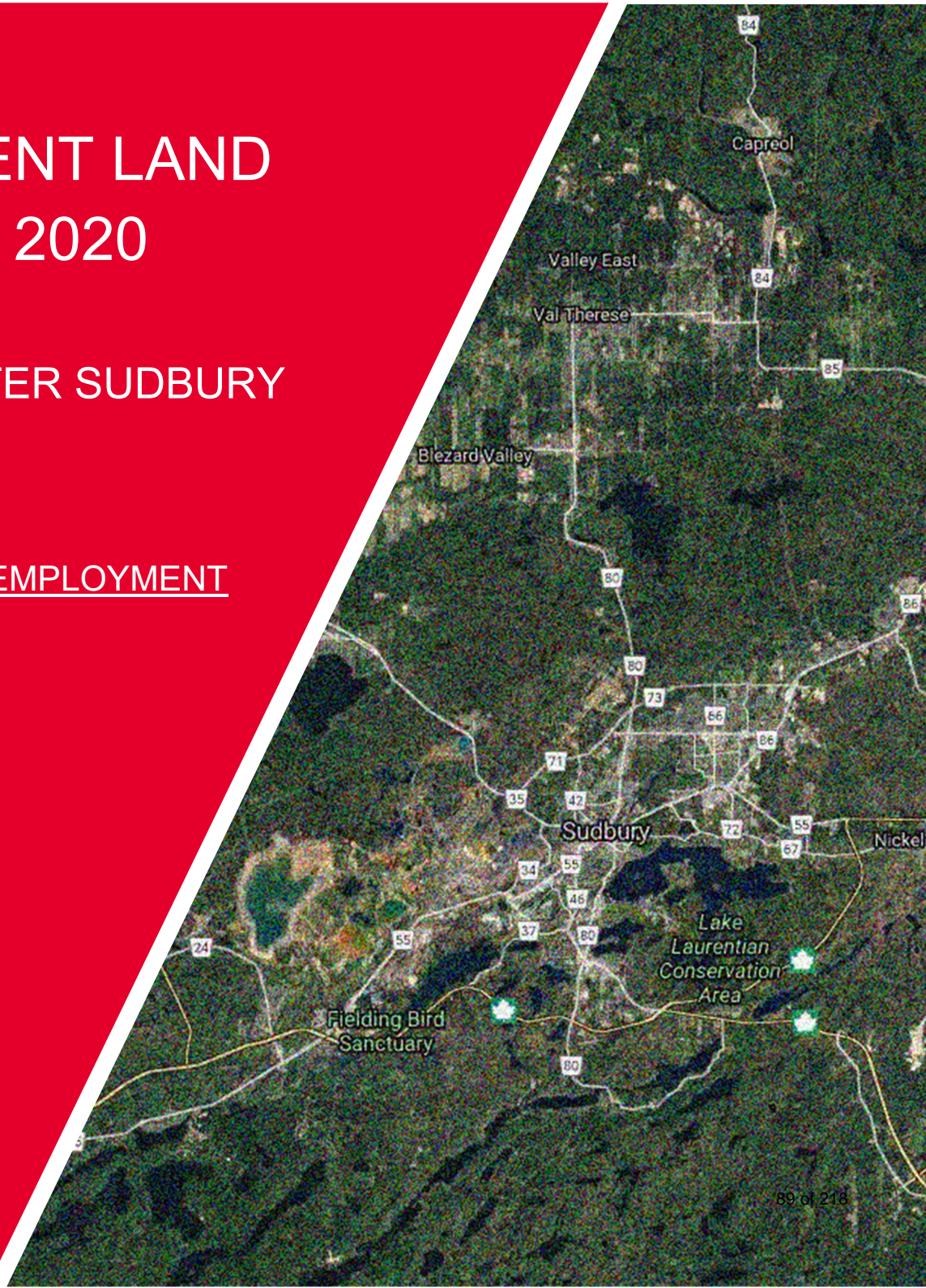


EMPLOYMENT LAND STRATEGY 2020

CITY OF GREATER SUDBURY

DELIVERABLE #4

POPULATION AND EMPLOYMENT
PROJECTIONS



4.0 POPULATION AND EMPLOYMENT PROJECTIONS

4.1 Introduction

In 2018, Hemson Consulting Ltd. provided the City of Greater Sudbury with a projection of population and employment growth, in a report entitled *Outlook for Growth to 2046*. These forecasts are used in the City's Development Charge Background Study, and City staff directed the Consultant Team to rely on these figures for the purposes of this Employment Land Strategy. Notwithstanding that these projections pre-date the COVID-19 crisis – the lasting impacts of which are still not fully understood – the Consultant Team is of the view that the long-term nature of these forecasts means that they can still be relied upon for growth management purposes.

4.2 Overview of Scenarios

Hemson developed three forecast scenarios: a Reference Scenario – which is considered the baseline projection – and Low and High Scenarios which adjust growth assumptions to provide a broader range of outcomes. In the *Outlook for Growth to 2046 report*, it is noted that the Reference Scenario represents the most likely outcome considering local and broader demographic and economic factors. The Low and High Scenarios are included to illustrate the sensitivity of long-term growth prospects to changing economic conditions and migration trends.

The three different growth scenarios are described as follows:

- The Low Scenario reflects the most recent Ministry of Finance projections (at the time of the report), which are heavily influenced by a continuation of the out-migration of young adults, and limited prospects for economic growth. This scenario illustrates the city essentially maintaining its present population and employment levels over the forecast period.
- The Reference Scenario reflects more recent trends indicating a mitigation of the out-migration of young people, the influence of currently committed investments in the mining industry, and some increase in the service/administrative functions that the city provides the broader region. This scenario is predicated on modest growth in the residential and non-residential sectors. The Reference Scenario assumes anticipated investments in the mining and institutional sectors occur as planned. However, if there was a shock to commodity prices or an economic slowdown similar to the recession that occurred between 2007 and 2009, the Reference Scenario forecast may be difficult to achieve.
- The High Scenario increases the share of the population represented by young adults, and adds to the economic outlook of the Reference Scenario by incorporating influences from investment in the Ring of Fire area. The High Scenario was developed to test the effects of significant changes to in-migration that would lead to a larger share of young adults. This represents a best case outcome reflecting substantial influence from Ring of Fire investment, and leads to much higher population and employment growth rates than recent trends would generate.

The Consultant Team notes that the COVID-19 health and economic crises represent the type of “shock” that is referenced in Hemson’s description of the Reference Scenario. However, given that the horizon of this forecast is 25+ years, we remain comfortable relying on these population and employment projections to inform our employment land demand modeling. Further, the population and employment forecasts that are maintained by metroeconomics closely approximate Hemson’s Reference Scenario. Accordingly, the Consultant Team is comfortable endorsing this outlook for growth.

The population projections prepared by Hemson have been adopted by the Consultant Team. The employment forecast contained in the *Outlook for Growth to 2046* report is at an aggregate level, by place of work. Accordingly, it was necessary for metroeconomics to translate this into a projection of employment growth by industry, using North American Industry Classification System (NAICS) codes, which are presented at the two-digit level in the exhibit below. For 2020 and 2021, metroeconomics has made adjustments to total employed to reflect the anticipated impact of COVID-19 in those years. From 2022-onward, it has been assumed that the projected level of employment will prevail. Longer-term, it is expected that COVID-19 impacts would be minimal, perhaps affecting job locations as opposed to industry growth totals.

4.3 Our Approach to Employment by Industry Projections

The population growth of an area typically depends on its growth in “economic base” employment, while an area’s growth in “community base” employment depends on its population growth. In recognition of this interdependence between population and employment growth, metroeconomics has developed a community-based projection system that takes account of the economic and demographic factors influencing an area’s growth potential.

The economic base of the community is identified through the de-composition of local jobs on a place of work basis by industry into those that are economic base jobs and those that are community base jobs; this is achieved using a location quotient process (which is described in detail below). Economic base industries produce goods and services consumed primarily by businesses or people outside of the local community; these industries – also called export-based industries – produce agriculture, mining, or manufactured products for consumption elsewhere, or provide tourism or higher-order education/health care services to visitors/temporary residents.

The potential for growth of a local community’s economic base jobs is identified through assessing how many such jobs exist today, and how many might exist in the future, drawing on metroeconomics’ extensive forecasts of economic base industrial job trends nation-wide and province-wide. An assessment is also made of the potential for local residents to commute to jobs in nearby employment locations, drawing on existing patterns and on metroeconomics’ base case forecasts of such jobs by sub-provincial area across the country. The potential for job growth within the local area and for job growth in nearby locations determines the potential for job growth among local residents.

The metroeconomics system ties this resident job growth potential to the demographic side of the community; if potential job growth among residents exceeds the current supply of workers (based on an age and gender assessment of the current population, age-specific rates of labour force participation, the level of unemployment, and the need to replace retiring workers), in-migration occurs; thus, job growth potential determines population growth potential, recognizing that each new job-holding resident typically brings along one or two dependents. The system further takes into account the fact that each new resident job-holder increases the need for workers who service the local population – the community base jobs – and that these additional community base jobs, in turn, create the need for more workers, more residents, etc. The growth in employed residents, in other words, drives the community’s net in-migration requirements which, along with standard assumptions regarding fertility and mortality rates, provide the parameters needed to develop local area population projections by age and gender. Projected economic base jobs by industry are added to projected community base jobs by industry to determine the total number of jobs by place of work that will exist in the community in the decades ahead.

All jobs in agriculture and forestry, in mining and oil and gas extraction, and in manufacturing, are considered to be economic base jobs, as most of their production is consumed by businesses and people outside of the area. For all other industries, the number of jobs per 1,000 residents in Greater Sudbury is compared to that ratio province-wide. Where the ratio in an industry in Greater Sudbury exceeds that of Ontario, it is assumed the excess jobs in the city are providing services to people or businesses outside of Greater Sudbury. These excess jobs are defined as export-based service jobs, and their output as exportable services.

Of the 70,230 jobs in Greater Sudbury (total employment by place of work) in 2016, 15,590 (22%) were export-based jobs, while 54,640 (78%) were community-based. The industries accounting for the greatest number of export-based jobs in 2016 were mining, oil and gas (5,615), manufacturing (3,200), health and social services (2,939), government (1,302), retail trade (910), and education (704). These six industries together accounted for almost 95% of the export-based jobs in Greater Sudbury.

EMPLOYMENT BY PLACE OF WORK – LOCATION QUOTIENT ASSESSMENT 2016

Category	Greater Sudbury		Ontario		Difference – Greater Sudbury less Ontario	Greater Sudbury	
	#	# Per 1,000	#	# Per 1,000		Economic Base	Community Base
Total Population (persons)	166,130		13,448,494				
All Industries EPOW (jobs)	70,230	423	5,867,270	436	-13	15,590	54,640
Agriculture, forestry	370	2	88,450	7	-5	370	0
Mining, oil and gas	5,615	34	24,705	2	32	5,615	0
Utilities	390	2	43,785	3	-1	0	390
Construction	3,135	19	213,400	16	3	499	2,636
Manufacturing	3,200	19	624,260	46	-27	3,200	0
Wholesale trade	2,250	14	238,335	18	-4	0	2,250
Retail trade	9,650	58	707,530	53	5	910	8,740
Transportation, warehousing	2,270	14	232,090	17	-3	0	2,270
Information, culture	980	6	153,455	11	-5	0	980
Finance, insurance, real estate, leasing	3,350	20	483,235	36	-16	0	3,350
Professional, scientific, technical	3,505	21	497,790	37	-16	0	3,505
Other business services	2,325	14	234,280	17	-3	0	2,325
Education	6,395	38	460,690	34	4	704	5,691
Health, social services	11,340	68	680,110	51	17	2,939	8,401
Arts, entertainment, recreation	1,120	7	119,330	9	-2	0	1,120
Accommodation, food	5,245	32	420,400	31	1	52	5,193
Other services	2,990	18	257,000	19	-1	0	2,990
Government	6,100	37	388,425	29	8	1,302	4,798

Note: "EPOW" = Employed by Place of Work

Hemson's Reference Scenario is in alignment with metroeconomies' view of the Canadian economic outlook as a whole, adjusted to reflect the dynamics of Greater Sudbury's local economic base by industry (and linked to Hemson's overall employment projection). The Low and High Scenarios are also linked to Hemson's employment projections, which vary the outlook for growth.

4.4 Population and Employment Growth Projections

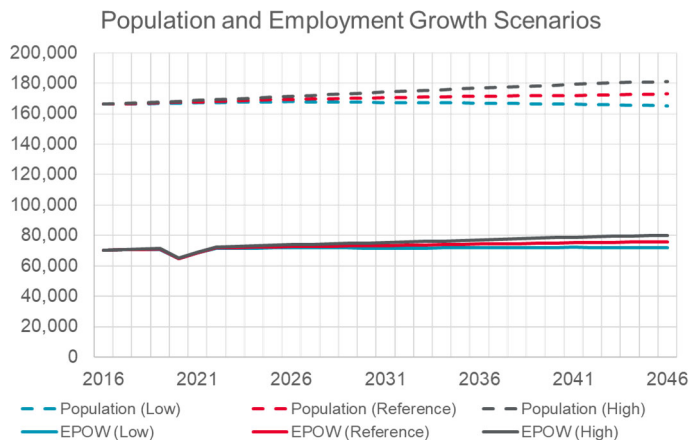
The City of Greater Sudbury had a population of 166,130 in 2016. Based on Hemson's projections, the city's population in 2046 may range from a low of 165,090 (Low Scenario), to a mid-range total of 172,990 (Reference Scenario), or even to a high of 181,290 (High Scenario), should economic conditions and migration to the city – notably by young adults – significantly change.

- For the purposes of our analysis, we will rely upon the estimated 2020 population in each of the scenarios, which ranges from a low of 166,930 to a high of 168,200. The 2020 population estimate has been interpolated using the 2016 and 2021 figures.

Greater Sudbury had total employment of 79,440 jobs in 2016. According to Hemson's outlook, by 2046, total employment could grow modestly to 81,230 (Low Scenario), increase to 85,750 (Reference Scenario), or possibly as high as 90,460 jobs (High Scenario).

- As noted above, metroeconomies has adjusted anticipated total employment for all three scenarios in 2020 and 2021 to account for the impacts of the COVID-19 crisis. The figures for 2020 are used as the starting point for our analysis. As well, metroeconomies has identified total employment by place of work, which excludes jobs with no fixed workplace address (employment by place of work is more useful in undertaking land demand analysis, rather than total employment).

The following exhibits illustrate the population and employment by place of work (EPOW) projections for the three scenarios.

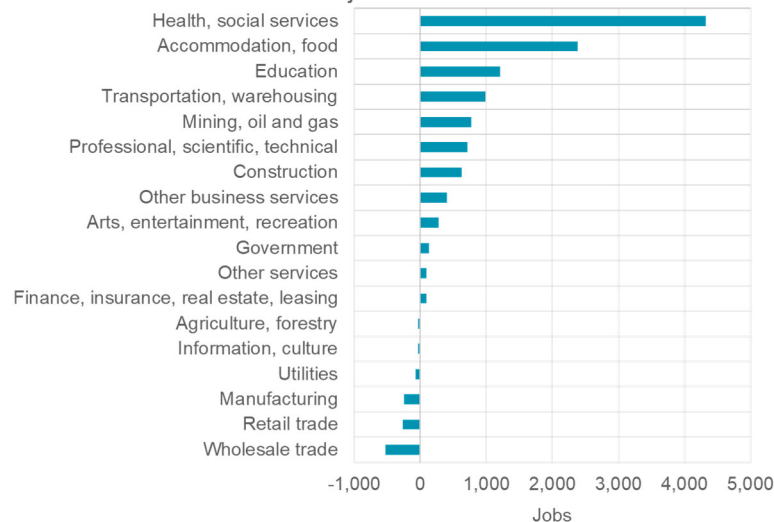


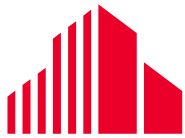
POPULATION AND EMPLOYMENT PROJECTIONS (2020-2046)

Category	Change (2020-2046)		
	Reference Scenario	Low Scenario	High Scenario
Total Population (persons)	5,524	-1,840	13,088
All Industries EPOW (jobs)	10,876	7,145	14,702
Agriculture, forestry	-29	-50	-7
Mining, oil and gas	776	350	1,217
Utilities	-71	-88	-54
Construction	625	449	807
Manufacturing	-246	-418	-68
Wholesale trade	-523	-591	-453
Retail trade	-261	-676	163
Transportation, warehousing	983	821	1,148
Information, culture	-34	-76	9
Finance, insurance, real estate, leasing	93	-62	251
Professional, scientific, technical	720	520	925
Other business services	406	276	539
Education	1,208	846	1,580
Health, social services	4,326	3,735	4,930
Arts, entertainment, recreation	281	215	348
Accommodation, food	2,387	2,016	2,769
Other services	99	-43	245
Government	137	-77	355

Note: "EPOW" = Employed by Place of Work

Reference Scenario Employment by Industry (EPOW)
Growth Projection – 2020-2046





CUSHMAN &
WAKEFIELD



The Planning Partnership



EMPLOYMENT LAND STRATEGY 2021

CITY OF GREATER SUDBURY

DELIVERABLE #5

LAND DEMAND ANALYSIS



5.0 LAND DEMAND ANALYSIS

5.1 Introduction

The metroeconomics projection presented above can be translated into a forecast of employment land needs by identifying the type of buildings that are required for each category of employment, and using an employment density figure for each building type to convert anticipated job growth into employment land demand. Of note, the following place of work status data has been considered:

- The 2016 Census indicated 65,150 residents in the City of Greater Sudbury's employed labour force had a "usual place of work", accounting for an 85% share of total jobs. This is higher than the provincial average of 81%. Of these 65,150 employees with a usual place of work, 97% commuted within the same Census Subdivision (CSD) of residence; in other words, most people within the labour force who live in Greater Sudbury also work in Greater Sudbury.
- In the City of Greater Sudbury in 2016, there were 8,280 jobs identified as "no fixed place of work." These are jobs in categories such as construction and transportation, accounting for an 11% share of all jobs (which is on par with the provincial average). As these jobs do not directly generate demand for employment land, they do not form part of our analysis. Our methodology only considers employment by place of work (EPOW), which by definition excludes jobs with "no fixed place of work".
- Approximately 4% of the employed labour force in the city is identified as having a place of work status of "worked at home". These 3,170 home-based jobs are likely those that would otherwise be accommodated in office spaces, or other mixed use/commercial settings. This figure is relatively lower than the provincial average of around 7%. Given this small share of overall jobs, we have not factored in home-based employment in our land demand projections (although these jobs are included within the EPOW total).
- In 2016, there were 110 employees whose place of work status was "worked outside Canada", representing just 0.1% of total jobs in the city. This negligible component of the labour market has not been factored into our land demand modeling.

5.2 Employment Categories

5.2.1 Overview

The following illustrates our approach to allocating employment by industry into real estate requirements, referencing Statistics Canada's descriptions of the industry sectors in the North American Industry Classification System (NAICS).

5.2.2 Industrial-Type Employment Categories

- **Manufacturing** – Establishments in the Manufacturing sector are often described as plants, factories, or mills, and characteristically use power-driven machines and materials-handling equipment. The materials, substances, or components transformed by manufacturing establishments are raw materials that are products of agriculture, forestry, fishing, mining, or quarrying, as well as products of other manufacturing establishments. **100%** of employment in this category has been identified as requiring industrial-type land and premises.

- Wholesale trade** – The Wholesale Trade sector comprises establishments engaged in wholesaling merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The merchandise described in this sector includes the outputs of agriculture, mining, manufacturing, and certain information industries, such as publishing. Wholesalers sell merchandise to other businesses and normally operate from a warehouse or office. These warehouses and offices are characterized by having little or no display of merchandise. In addition, neither the design nor the location of the premises is intended to solicit walk-in traffic. Wholesalers do not normally use advertising directed to the general public. Based on the nature of this sector of employment, the Consultant Team has assigned **100%** of these jobs as being associated with industrial land need.
- Transportation, warehousing** – The Transportation and Warehousing sector includes industries providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation. Establishments in these industries use transportation equipment or transportation-related facilities as a productive asset. The type of equipment depends on the mode of transportation. The modes of transportation are air, rail, water, road, and pipeline. While jobs in the transportation industry are often associated with having “no fixed place of work”, the warehousing and storage-related jobs are linked with industrial-type buildings, along with the storage and maintenance of transportation equipment. As a sub-set of this category, warehousing and storage is not a significant component of Greater Sudbury’s employment base (it presently accounts for just 3% of all jobs in this sector) – although it is anticipated to expand. The Consultant Team has allocated growth in the freight trucking and warehousing and storage industry groups as generating industrial land demand, and these jobs account for a **45%** share of total transportation and warehousing job growth from 2021-2046.

5.2.3 Office-Type Employment Categories

- Information, culture** – This sector comprises establishments engaged in the following processes: producing and distributing information and cultural products; providing the means to transmit or distribute these products as well as data or communications; and processing data. The main components of this sector are the publishing industries, including software publishing, and both traditional publishing and publishing exclusively on the Internet; the motion picture and sound recording industries; the broadcasting industries, including traditional broadcasting and those broadcasting exclusively over the Internet; the telecommunications industries; Web search portals; data processing industries; and the information services industries. The Consultant Team has assigned **100%** of jobs in this sector as being associated with office-type land need.
- Finance, insurance, real estate, leasing** – The Finance and Insurance sector comprises establishments primarily engaged in financial transactions (transactions involving the creation, liquidation, or change in ownership of financial assets) and/or in facilitating financial transactions. Three principal types of activities are identified: (a) Raising funds by taking deposits and/or issuing securities and, in the process, incurring liabilities; (b) Pooling of risk by underwriting insurance and annuities. Establishments engaged in this activity collect fees, insurance premiums, or annuity considerations; build up reserves; invest those reserves; and make contractual payments. Fees are based on the expected incidence of the insured risk and the expected return on investment; and, (c) Providing specialized services facilitating or supporting financial intermediation, insurance, and employee benefit programs. The Real Estate and Rental and Leasing sector comprises establishments primarily engaged in renting, leasing, or otherwise allowing the use of tangible or intangible assets, and establishments providing related services. The Consultant Team has assigned **100%** of jobs in this sector as being associated with office-type land need.

- **Professional, scientific, technical** – Establishments in this sector specialize according to expertise, and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include the following: legal advice and representation; accounting, bookkeeping, and payroll services; architectural, engineering, and specialized design services; computer services; consulting services; research services; advertising services; photographic services; translation and interpretation services; veterinary services; and other professional, scientific, and technical services. Overwhelmingly, these enterprises are associated with office-type space needs, and accordingly, the Consultant Team has assigned **100%** of jobs in this sector as being associated with office-type land need.
- **Other business services** – Businesses in this sector perform essential activities that are often undertaken in-house by establishments in many sectors of the economy. Activities performed include the following: management of companies and enterprises; office administration; hiring and placing of personnel; document preparation and similar clerical services; solicitation, collection, security, and surveillance services; cleaning; and waste disposal services. While many of these enterprises are associated with office-type premises, job growth in these categories do not directly translate to an increase in occupied office space (as they are ancillary to the office use itself). The Consultant Team has assigned **30%** of jobs in this sector as generating office-type land need.

5.2.4 Institutional Employment Categories

- **Education** – The Educational Services sector comprises establishments that provide instruction and training in a wide variety of subjects. This instruction and training is provided by specialized establishments, such as schools, colleges, universities, and training centres. These establishments may be privately owned and operated for profit or not for profit, or they may be publicly owned and operated. In general, jobs in this sector are linked with institutional land needs. The Consultant Team's approach to generating institutional land demand is discussed in detail below.
- **Health, social services** – The Health Care and Social Assistance sector comprises establishments providing health care and social assistance for individuals (these are grouped together, since it is sometimes difficult to distinguish between the boundaries of these two activities). The majority of jobs in this sector are linked with demand for institutional-type facilities. The Consultant Team's approach to generating institutional land demand is discussed in detail below.
- **Government** – The Public Administration sector consists of establishments of federal, provincial, and local government agencies that administer, oversee, and manage public programs, and have executive, legislative, or judicial authority over other institutions within a given area. These agencies also set policy, create laws, adjudicate civil and criminal legal cases, and provide for public safety and for national defense. In general, government establishments oversee programs and activities that are not performed by private establishments. The Consultant Team has assigned all jobs in this category to the institutional land category, which is discussed in detail below.

5.2.5 Excluded Categories

- **Agriculture, forestry** – Jobs in this sector are largely associated with sites beyond the City of Greater Sudbury's Settlement Area boundaries, and accordingly, are not considered in our employment land need assessment.

- **Mining, oil and gas** – In Greater Sudbury, activities in this sector are largely associated with lands designated as Mining/Mineral Reserve, and accordingly, are not considered in our employment land need assessment. Business services related to these industries are addressed separately, based on their use. Of note, metal ore mining was the single largest sector of employment in Greater Sudbury in 2016, accounting for 4,750 jobs (almost 7% of total employment by place of work). It is anticipated to grow to nearly 5,550 jobs by 2046 (although it will be overtaken as the largest segment of employment by the full-service restaurants and limited service eating places category over the forecast horizon, which currently ranks second largest).
- **Utilities** – Jobs in this category are accommodated on lands identified for utilities purposes, and are therefore excluded from our employment land need assessment.
- **Construction** – The Construction sector comprises establishments primarily engaged in the construction of buildings or engineering projects (e.g., highways and utility systems). Establishments primarily engaged in the preparation of sites for new construction and establishments primarily engaged in subdividing land for sale as building sites also are included in this sector. Many of these types of jobs fall into the “no fixed place of work” segment, whereby they are associated primarily with work on project sites, as opposed to an everyday workplace setting.
- **Retail trade** – Jobs in the retail industry are not used as a gauge of employment land demand in our approach to modeling future land needs. Instead, our approach to identifying future retail-commercial land need is addressed in detail below, and is linked to anticipated population growth in the city, compared to the existing retail space inventory.
- **Arts, entertainment, recreation** – The Arts, Entertainment, and Recreation sector includes a wide range of establishments that operate facilities or provide services to meet varied cultural, entertainment, and recreational interests of their patrons. Jobs in this sector are generally not associated with employment land need, and have been excluded from our analysis.
- **Accommodation, food** – The Accommodation and Food Services sector comprises establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption. The sector includes both accommodation and food services establishments because the two activities are often combined at the same establishment. While the Consultant Team acknowledges that jobs in this sector are associated with demand for retail-commercial land, our approach to identifying this type of land need is addressed in detail below.
- **Other services** – The Other Services (except Public Administration) sector comprises establishments engaged in providing services not specifically accounted for elsewhere in the classification system. Establishments in this sector are primarily engaged in activities such as equipment and machinery repairing; promoting or administering religious activities; grantmaking; advocacy; providing dry cleaning and laundry services; personal care services; death care services; pet care services; photofinishing services; temporary parking services; and dating services. These types of enterprises are generally associated with some form of commercial space needs, and therefore are addressed in our retail-commercial land needs demand modeling described below.

5.3 Employment Density

5.3.1 Industrial Employment Density

Overview

A key input to our land demand modeling is assessing the employment density in the city’s industrial areas. Employment density means the number of employees per hectare, and is influenced by the building’s site coverage (the building footprint divided by the land area, as a percentage).

In higher cost land markets – such as the Greater Toronto Area – it is common for new industrial developments to occupy 35% to 40% of the net land area (when a large block of land is subdivided into development lots, a typical gross to net factor is 80%, to account for the inclusion of local roads and utilities). In markets where land costs are comparatively lower, or there may exist restrictions that encumber development (such as adverse soil conditions), the average industrial building site coverage is often found to be lower, in a range of 20% to 30%. Depending on the nature of the local industrial base, the average site coverage could be even lower – for example, when there is a considerable presence of outside storage of equipment, vehicles, and raw and finished goods. The exhibit below illustrates our observations of industrial building site coverage in Greater Sudbury, based on GIS data received from City staff.

INDUSTRIAL SITE COVERAGE		
Property Sample	Average Site Coverage (%)	Average Building Size (m ²)
All industrial buildings	13%	1,925
Industrial buildings on sites <2 ha	16%	970
Industrial buildings on sites <1 ha	17%	780

The overall average industrial building site coverage of just 13% is indicative of some very large sites with a low site coverage, featuring considerable excess land that may be suited to future development/intensification. The smaller sites (<2 hectares) are more comparable to our expectations, and align with our on-the-ground observations while touring the various employment areas.

In the 2019 Development Charge Background Study, Hemson Consulting Ltd. utilized a benchmark of 1,000 sf of floorspace per employee for Employment Land. While this is consistent with our experience in many large, urban municipalities, the Consultant Team's recent work in the City of Thunder Bay included a door-to-door survey of industrial employers⁵ that revealed an average of approximately 725 sf per employee. Although the typical site coverage in Thunder Bay was lower than many other markets we have observed, the relatively more dense floorspace per employee figure offset this somewhat in the overall calculation of employment density. In the following exhibit, we explore the impact of various inputs to the determination of industrial employment density.

⁵ A door-to-door survey of industrial employers was intended as part of the Consultant Team's approach to the City of Greater Sudbury's Employment Land Strategy, but was not feasible due to COVID-19 public health guidelines/restrictions in place at the time of our work.

INDUSTRIAL EMPLOYMENT DENSITY					
Metric	GTA (Low)	GTA (High)	Thunder Bay	Greater Sudbury (Low)	Greater Sudbury (High)
Square feet per acre	43,560	43,560	43,560	43,560	43,560
Site coverage (%)	35%	40%	18%	20%	20%
Building floorspace (sf) per net acre	15,246	17,424	7,841	8,712	8,712
Floorspace per employee (sf)	1,000	1,000	725	725	1,000
Employees per net acre	15.2	17.4	10.8	12.0	8.7
Acres per hectare	2.47	2.47	2.47	2.47	2.47
Employees per net hectare	37.7	43.0	26.7	29.7	21.5
<i>Note: This exhibit includes imperial and metric measurements. Floorspace per employee is often cited in terms of sf per employee, so acres are a common unit of land area. We have translated this into hectares for the purposes of this Employment Land Strategy, which principally uses metric units.</i>					

Conclusion

For the purposes of our land demand modeling, the Consultant Team will utilize an **industrial employment benchmark density of 25 jobs per net hectare** for Greater Sudbury (within a range of roughly 20-30 jobs per net hectare). This incorporates an assumption of a typical site coverage of 20% for new development.

While there may be some limited examples of employers adapting to physical distancing requirements within industrial workplaces, this is not anticipated to be a long-term trend in the post-COVID environment. Although increased rates of process automation and rising productivity may result in lower employment density over time, this has already been addressed in our land demand modeling, as we account for declining employment in certain industrial categories by not reducing demand within the existing industrial building stock (only the sectors that are seeing employment gains drive demand for future industrial floorspace).

5.3.2 Office Employment Density

Overview

The COVID-19 pandemic has profoundly impacted commercial real estate in a number of ways. One of the most widely discussed and fiercely debated topics is the future of office real estate, the role it will play, and how occupier strategies will evolve in a post-pandemic world. The lockdown orders associated with the COVID-19 health and economic crisis triggered a dramatic and sudden shift in office work. Office buildings shifted from being 87% occupied globally in February 2020, to virtually empty in April 2020 (leased, but without tenants). The office workforce endured an unexpected, forced transition to a work from home paradigm. The results have shown that flexible, remote work has benefits. Workers themselves report a preference for this kind of flexibility, despite also having a desire to be in the office at least some of the time. Further, executives report that they are planning on implementing more flexible work practices, including greater ability to work from home post-COVID-19. Cushman & Wakefield believes that the workplace ecosystem of the future is a mix of traditional office spaces, home offices, and semi-public spaces. We also believe that it is very unlikely for the pendulum to permanently swing so far in one direction – particularly for firms that rely on innovation, knowledge spillovers, and creativity, to generate value and revenue. Cities are the epicentre of these kinds of phenomena.

Over the past few decades, there had been an accelerating trend of office densification – a decline in the amount of office space per worker. Research conducted by Cushman & Wakefield and CoreNet Global confirmed that the trend in office space since the Global Financial Crisis/Great Recession had been towards greater employee density. In the US, square footage per employee decreased from 19.6 m² in 2009 to 18 m² at the end of 2017 – a decline of 1.6 m². More expensive markets tend to have less space per employee, but the rate of densification is more dependent on the amount of new office supply. Information from Cushman & Wakefield’s Strategic Occupancy Planning group indicates that for recent projects (pre-COVID) they had been involved with (generally in Downtown Toronto), the allocation of office space has been below 11.6 m² per person (excluding law firms, which have a higher utilization rate). The rapid expansion of the modern “co-working” model with tight densities in the 6-9.3 m² per employee range (half the space historically allocated in traditional offices) was also influencing density planning. The main reason for the declines in office space per worker was the huge increase in collaborative and team-oriented space inside a growing number of companies that are stressing “smaller but smarter” workplaces. Cost containment is another key element. Open floor plans and “hoteling” (non-assigned workstations) are other key trends that have taken hold over the past decade or more.

Cushman & Wakefield’s survey research indicates that for many workers, the ability to execute focused work is similar to pre-COVID-19, while teamwork has increased – all facilitated by technology. However, the bond between colleagues is hampered by exclusively working from home, as is the connection employees feel with their company’s culture. Many workers who are executing well with work from home policies by necessity will be glad to return to the office when it is safe to do so, and they again have the choice. Of most significance to this Employment Land Strategy are the questions “*what is the outlook for future office demand?*”, and “*will there be lasting impacts on office employment density?*”

There is a clear variance in how working from home is experienced by different departments/functions and generations of employees. Many Millennials and Gen Z employees are pleased to work remotely; however, their living situations – often in apartments or smaller homes in more dense parts of cities, and with childcare needs to be addressed – can make it more difficult to execute work comfortably. Approximately 70% of Gen Z and Millennials report challenges in working from home, compared to 55% of baby boomers. Going forward, businesses will need to create an environment that people will want to spend time in, as opposed to seeing it as a daily chore. This will impact space layouts, amenities, and location (given the pain of employee commutes across large, urban areas).

Cushman & Wakefield Research recently released a report titled *Global Office Impact Study & Recovery Timing*, which explores the cyclical and structural changes impacting the global office market, as well as the implications for the timing of a recovery. The pandemic has created several forces that directly affect the office sector’s fundamentals. Some of the impacts are cyclical – for example, the COVID-19 recession will result in office-using job losses, higher vacancy, and will place downward pressure on rental rates. Other impacts are structural, such as a greater share of employees who will regularly work from home. The research concludes that the structural impacts of work from home trends will be offset by factors such as economic growth, population growth, and office-using penetration, which means demand for office will continue to grow over the next 10 years. An increase in permanent work from home and agile workers (those who work away from the office on an occasional basis) is counter-balanced by increased office-type employment growth and a potential reversal of the office space densification trend (at a minimum, we believe that densification will stop).

In order to establish an office employment benchmark density figure for Greater Sudbury, it is necessary to consider two key metrics: office space per employee, and floor space index.

- **Office Space per Employee** – Guided by Cushman & Wakefield research, precedents in other Canadian markets, and our outlook for workplace trends, office space per employee in a range of 14-18.5 m² (roughly 150-200 sf of net rentable area) per employee is an appropriate benchmark for assessing future land demand in Greater Sudbury. This figure needs to be “grossed up” to account for the total building area (for common areas such as the lobby and corridors), and a factor of 0.85 reflects a typical gross to net space conversion for office construction. We have selected 16.5 m² of net rentable area per employee – grossed up to 19.4 m² per employee – in our modeling. This accounts for the prospect of a lasting impact on office density as a result of the changing office work ecosystem post-COVID.
- **Floor Space Index** – A Floor Space Index (FSI) is defined as a building’s floor area divided by the site area. For the purposes of this Employment Land Strategy, we will consider only suburban-style development (since a dense, Downtown office development needs comparatively limited land, and ensuring a suitable future office land supply city-wide is principally concerned with identifying the quantum of suburban-format development required). A suitable FSI for suburban office development (which includes surface parking) is in the range of 0.3. To the extent that future office space located in the Downtown, this would diminish the amount of overall lands required to accommodate anticipated office-type job growth, since the built form would presumably be at a greater density (hence, our approach should be viewed as conservative).

Conclusion

For the purposes of our land demand modeling, the Consultant Team will utilize an **office employment benchmark density of 155 jobs per net hectare** for new office construction that will be home to the growing number of future office workers through 2046. Implicit in this benchmark are two components:

- A measure of the amount of office space per employee – benchmarked at 19.4 m², for the purposes of our analysis, and guided by the market trends discussed above; and,
- A measure of the land area required to accommodate office development – benchmarked at an average floor space index (FSI) of 0.3, which reflects a suburban-style office built form.

OFFICE EMPLOYMENT DENSITY	
Metric	Value
Site Size (net hectares)	1
Floor Space Index	0.3
Floor Area (m ²)	3,000
Office Space per Employee (m ²)	19.4
Employees per Net Hectare	155

5.4 Industrial Land Need Projection

5.4.1 Reference Scenario

The exhibit below presents the Reference Scenario Industrial Land Need Projection. Some industry groups linked to industrial land demand will see employment growth, while others are anticipated to decline over the forecast horizon. The modeling illustrated below is only concerned with those growth sectors that will contribute to additional need for industrial lands going forward. We have considered all jobs in the manufacturing and wholesale trade sectors, as well as the freight trucking and warehousing and storage industry groups within the transportation and warehousing sector. Overall positive growth of nearly 1,050 industrial-type jobs translates to a need for 42 net hectares of land, at a density of 25 jobs per net hectare.

INDUSTRIAL LAND NEED PROJECTION – REFERENCE SCENARIO					
Industry Sector	Jobs (2021)	Jobs (2046)	Change (2021-2046) ¹	Jobs per Net Hectare	Required Net Hectares
Manufacturing	2,930	2,543	419		
Wholesale trade	2,017	1,419	157		
Transportation, warehousing	2,354	3,191	473		
TOTAL	10,381	10,685	1,049	25	42.0
<i>Note 1: "Change (2021-2046)" captures the industry groups within each sector that are anticipated to see employment growth from 2021-2046. While some industry groups expand and others decline, we are only identifying those growth sectors that will contribute to additional need for industrial lands going forward.</i>					

5.4.2 Low and High Scenarios

The scenarios presented below result in a range of land demand from a low approximately 35 net hectares to a high of approximately 50 net hectares.

INDUSTRIAL LAND NEED PROJECTION – LOW SCENARIO					
Industry Sector	Jobs (2021)	Jobs (2046)	Change (2021-2046) ¹	Jobs per Net Hectare	Required Net Hectares
Manufacturing	2,930	2,543	323		
Wholesale trade	2,017	1,419	135		
Transportation, warehousing	2,354	3,191	410		
TOTAL	10,381	10,685	868	25	34.7
<i>Note 1: "Change (2021-2046)" captures the industry groups within each sector that are anticipated to see employment growth from 2021-2046. While some industry groups expand and others decline, we are only identifying those growth sectors that will contribute to additional need for industrial lands going forward.</i>					

INDUSTRIAL LAND NEED PROJECTION – HIGH SCENARIO					
Industry Sector	Jobs (2021)	Jobs (2046)	Change (2021-2046) ¹	Jobs per Net Hectare	Required Net Hectares
Manufacturing	2,930	2,543	519		
Wholesale trade	2,017	1,419	179		
Transportation, warehousing	2,354	3,191	538		
TOTAL	10,381	10,685	1,236	25	49.4
<i>Note 1: "Change (2021-2046)" captures the industry groups within each sector that are anticipated to see employment growth from 2021-2046. While some industry groups expand and others decline, we are only identifying those growth sectors that will contribute to additional need for industrial lands going forward.</i>					

5.4.3 Summary

The preceding analysis utilized the three projections of employment by industry, and focused on those growth sectors associated with industrial space demand. The Consultant Team has concluded that **there is demand for roughly 35-50 net hectares of industrial land from 2021-2046** (the resulting range of the three projections). For the purposes of land use planning, the **Consultant Team advises ensuring a suitable supply of at least 100 net hectares of industrial land (essentially double the forecast need) to accommodate anticipated demand through 2046.** Ideally, the city's available land supply would be even greater, to ensure a broad range of options among prospective occupiers in terms of location, land pricing, servicing, and planning designation/permitted uses.

5.5 Office Land Need Projection

5.5.1 Reference Scenario

The exhibit below presents the Reference Scenario Office Land Need Projection. Employment in sectors that associated with office-type space demand is anticipated to increase by a net 465 jobs through 2046 (some sectors expand, while others contract). This excludes institutional-type office employment such as health care and government workers who might occupy office premises. To the extent that these functions require offices in private sector buildings, this has not been accounted for (other than jobs situated in retail-commercial environments, such as a medical clinic at a shopping centre). At 155 jobs per net hectare (suburban-style low or mid-rise office buildings), this results in a need for 3 net hectares of land.

OFFICE LAND NEED PROJECTION – REFERENCE SCENARIO						
Industry Sector	Jobs (2021)	Jobs (2046)	Change (2021-2046) ¹	Share of Jobs	Jobs per Net Hectare	Required Net Hectares
Information, culture	932	854	-78	100%		
Finance, insurance, real estate, leasing	3,192	3,127	-65	100%		
Professional, scientific, technical	3,474	3,999	525	100%		
Other business services	2,312	2,591	84	30%		
TOTAL	9,911	10,572	465		155	3.0
<i>Note 1: "Change (2021-2046)" captures the "Share of Jobs" by industry sector that generate demand for office-type premises.</i>						

5.5.2 Low and High Scenarios

The Low and High Scenarios presented below result in a range of office land demand for the 2021-2046 period from a low of 0.2 net hectares to a high of 6 net hectares of suburban-style office land.

OFFICE LAND NEED PROJECTION – LOW SCENARIO						
Industry Sector	Jobs (2021)	Jobs (2046)	Change (2021-2046) ¹	Share of Jobs	Jobs per Net Hectare	Required Net Hectares
Information, culture	929	809	-120	100%		
Finance, insurance, real estate, leasing	3,181	2,962	-219	100%		
Professional, scientific, technical	3,462	3,788	326	100%		
Other business services	2,304	2,455	45	30%		
TOTAL	9,876	10,014	33		155	0.2

Note 1: "Change (2021-2046)" captures the "Share of Jobs" by industry sector that generate demand for office-type premises.

OFFICE LAND NEED PROJECTION – HIGH SCENARIO

Industry Sector	Jobs (2021)	Jobs (2046)	Change (2021-2046) ¹	Share of Jobs	Jobs per Net Hectare	Required Net Hectares
Information, culture	937	901	-36	100%		
Finance, insurance, real estate, leasing	3,207	3,299	92	100%		
Professional, scientific, technical	3,490	4,219	728	100%		
Other business services	2,323	2,734	123	30%		
TOTAL	9,957	11,152	908		155	5.9

Note 1: "Change (2021-2046)" captures the "Share of Jobs" by industry sector that generate demand for office-type premises.

5.5.3 Summary

The preceding analysis utilized the three projections of employment by industry, focused on those sectors associated with office space demand. The Consultant Team has concluded that **there is demand for between roughly 0-6 net hectares of office land from 2021-2046** (the resulting range of the three projections). For the purposes of land use planning, the **Consultant Team advises ensuring a suitable supply of at least 10 net hectares of office land to accommodate anticipated demand through 2046**, in order to provide a range of site selection options, and to account for institutional-type office space demand not captured in our methodology.

Our forecast assumes suburban-style building forms. To the extent that future office employment is accommodated in the Downtown area in new development at higher densities, the quantum of overall land demand would decline accordingly. Depending on the prevalence of work from home arrangements going forward, excess supply in the exiting Downtown office market could absorb a share of future employment growth. Conservatively, our modeling does not account for this, and instead identifies the likely upper end of prospective office land requirements.

5.6 Institutional Land Need Projection

5.6.1 Introduction

The workplace setting of persons employed across the spectrum of industrial-type jobs is fairly uniform: spaces for raw materials storage; manufacturing and/or assembly process areas; storage of finished goods; areas for distribution/logistics; etc. This is common across a range of types of industrial jobs. Similarly, whether an office worker is involved in the finance industry, technology sector, or some other business services, the workplace environment is fairly homogenous, from a space utilization perspective. Accordingly, it is straight-forward to apply a benchmark of workspace per employee (generally translated to number of workers per unit of land area, for the purposes of land demand planning) as an input to a land demand model, as we have done above. In contrast, workers in jobs associated with the institutional sector have more varied workplace environments, which range from schools (education) to hospitals and medical office settings (health care) to residential care facilities (social services) to public administration offices (government).

It is a significant challenge to assign a benchmark employment density to institutional-type jobs. Rather, it is more appropriate to recognize the types of buildings/facilities that will be required to accommodate anticipated future jobs in the institutional sector, and their associated land need city-wide. Some of these facilities are found spread across a community (schools) and are planned for in new expansion areas. Others represent intensification on an existing institutional campus (such as

colleges and universities, and hospitals/health care/social services uses). Others may be found in retail-commercial settings (medical clinics, and some government functions – such as Service Canada/Service Ontario offices).

5.6.2 Reference Scenario

The Reference Scenario institutional employment projection identifies growth of some 4,320 jobs across industry sectors linked with demand for institutional space. Within the Education, Health and Social Services, and Government sectors, prominent sub-sectors driving job growth include the following:

- Education – Employment at elementary and secondary schools accounts for close to 90% of total anticipated employment growth in the Education sector through 2046. This is due to a growing population base in the city over that time horizon. New schools will be constructed on lands in residential growth areas, and existing school sites will be intensified as needed.
- Health and Social Services – Jobs in hospitals; offices of physicians, dentists, and other health practitioners; and individual and family services account for approximately 75% of total employment growth in this sector. While some of these jobs can be accommodated in the community in mixed use commercial areas (such as medical office buildings), a significant component will still be institutionally-based.
- Government – Jobs in public administration are forecast to decline in Greater Sudbury by 2046, compared to 2021. However, the picture is mixed; Municipal public administration will see growth, although this will likely be offset by declines in Federal and Provincial employment in the city, corresponding with the anticipated trend in Ontario and Canada.

INSTITUTIONAL JOB GROWTH – REFERENCE SCENARIO			
Industry Sector	Jobs (2021)	Jobs (2046)	Change (2021-2046)
Education	6,390	7,242	852
Health, social services	11,284	14,914	3,630
Government	5,841	5,682	-159
TOTAL	23,516	27,838	4,322

5.6.3 Low and High Scenarios

The outlook for institutional-type employment growth varies from a low of 3,150 jobs added through 2046 (Low Scenario), to a high of approximately 5,520 jobs (High Scenario). These types of jobs comprise a segment of employment that is referred to as “population-related employment”, since their increase/decrease is closely linked with population growth in a community.

INSTITUTIONAL JOB GROWTH – LOW SCENARIO			
Industry Sector	Jobs (2021)	Jobs (2046)	Change (2021-2046)
Education	6,368	6,861	493
Health, social services	11,261	14,296	3,035
Government	5,830	5,454	-376
TOTAL	23,459	26,611	3,152

INSTITUTIONAL JOB GROWTH – HIGH SCENARIO			
Industry Sector	Jobs (2021)	Jobs (2046)	Change (2021-2046)
Education	6,420	7,640	1,220
Health, social services	11,321	15,557	4,236
Government	5,859	5,920	60
TOTAL	23,601	29,117	5,516

5.6.4 Summary

Among Greater Sudbury's largest employers today are those linked to institutional land demand. While increased jobs in the health care and social services sector is anticipated to be a leading driver of employment growth over the forecast horizon, employment in the post-secondary education sector is more muted. A modest rise in university-related employment is offset by a decline in college-related employment during the 2021-2046 period, while most job growth in the education sector occurs in elementary and secondary schools.

As noted earlier, given the varied types of workplaces required for institutional sector jobs, it is a challenge to assign a benchmark employment density to these jobs. A component of this job growth can be accommodated through intensification on existing properties/campuses; another component will occur in new growth areas as the city's population increases; and a further component will need lands designated for employment uses. In discussion with major local institutional employers, the following perspective on anticipated growth and potential land requirements were identified:

- **Health Sciences North (HSN)** – In addition to its Ramsey Lake Health Centre – which is basically landlocked – HSN has 12 or 13 other sites across the city, and is seeking to reduce this number. HSN recently completed a 20-year Capital Master Plan. There are a number of factors influencing current/future space requirements (which HSN's facilities are challenged to address):
 - HSN is an academic teaching hospital, and this requires additional space.
 - There is a movement in the health care field towards an increasing share of private rooms with dedicated washrooms, so this requires more space.
 - In the pre-COVID environment, HSN was in need of additional beds. Going forward, there is a need for superior infection controls, which could affect space allocations.
 - The Walford Road access point is blocked off, which causes issues for on-site traffic movement.

At the Ramsey Lake site, there is a need to “build out and build up”, but structured parking is very expensive to construct. Ideally, this site would be expanded to make it easier for staff to move around among the various facilities on the site, rather than elsewhere in the city.

- **Laurentian University** – The University's main campus is located at 935 Ramsey Lake Road, and the McEwen School of Architecture (opened in 2016) is located in Downtown Sudbury. The University has a Master Plan in place, and has sufficient owned lands on the campus to accommodate future growth. While post-COVID space requirements are unknown, there is probably suitable facility space for the foreseeable future. The University is open to future partnerships – such as its existing relationships with the Northern Ontario School of Medicine and the Vale Living with Lakes Centre – which could bring future uses to the campus.

- **Cambrian College** – The College is located at 1400 Barrydowne Road, between Lasalle Boulevard and Maley Drive, in the north part of Sudbury. In addition to the on-campus facilities, the College has some leased space off campus in retail-commercial strip malls. While there are two satellite campuses – the Manitoulin Campus in Little Current, and the Espanola Campus – there is no interest in a new off-campus site in Sudbury. A challenge to considering off-campus programming is that the College would prefer to provide similar services to students whether on or off-campus, and this is challenging if sites are dispersed. The College does not have a current Master Plan. However, the Barrydowne Road property has considerable excess (undeveloped) land remaining, should future new development be required over time to accommodate growth.
- **Collège Boréal** – Located at 21 Lasalle Boulevard, north of Downtown Sudbury, the Collège Boréal campus has significant remaining undeveloped land to accommodate growth.

5.7 Retail-Commercial Land Need Projection

5.7.1 Introduction

The analysis of retail market trends, retail inventory, and retail space per capita in a prior section of this report are all key inputs to our land demand projection. Below, we utilize a forecast of future population, along with a site coverage benchmark, to anticipate future retail-commercial land needs.

5.7.2 Population Projection

A key input to the retail-commercial land demand projection is a forecast of population growth. The Consultant Team's guidance is based upon the Reference Scenario.

POPULATION PROJECTIONS				
Scenario	2016 (Census)	2021 (Forecast)	2046 (Forecast)	Change (2021-2046)
Reference Scenario	166,130	167,800	172,990	5,190
Low Scenario	166,130	167,130	165,090	-2,040
High Scenario	166,130	168,720	181,290	12,570

5.7.3 Site Coverage

A benchmark site coverage of 25% is utilized in our land demand projections. This recognizes the reality of parking ratio requirements for retail-commercial establishments. While parking may be accommodated in parking structures as part of mixed use development/redevelopment, increasing the extent of retail density is a challenge from a site design perspective (with the exception of regional-scale shopping centres, underground or structured parking is relatively uncommon, given the expense associated with its construction and maintenance).

5.7.4 Land Demand Scenarios

In the Baseline Retail-Commercial Land Demand Scenario illustrated below, space demand is projected to continue at the current ratio per capita in Greater Sudbury, (which is 1.95 m², for the purposes of this modeling). Based upon a population increase of 5,190 persons in the Reference Scenario, this translates to a need for land to accommodate 10,125 m² of new shopping centre space. When this space demand is translated to a land requirement at a benchmark site coverage of 25%, this equates to a need for 4.1 net hectares of land by 2046. The alternative population growth scenarios produce a range of land demand from -1.6 (or 0) to nearly 10 net hectares.

RETAIL-COMMERCIAL LAND DEMAND – BASELINE SCENARIO			
Variable	Reference Scenario	Low Scenario	High Scenario
Population Growth	5,190	-2,040	12,570
Retail Space per Capita (m ²)	1.95	1.95	1.95
Retail Demand (m ²)	10,125	-3,980	24,523
Site Coverage (%)	25%	25%	25%
Land Required (net hectares)	4.1	-1.6	9.8

A second set of scenarios has been developed that tests the impact of a reduction in retail space per capita in the future. This assumption is influenced by the secular trends apparent in the consumer market today towards online shopping, mobile commerce, same-day/next day delivery of goods, and declining store sizes among certain retail categories, as discussed previously. The current shopping centre inventory in Greater Sudbury is approximately 312,265 m² (based on CSCA data). In these Reduced Space per Capita scenarios, retail space demand per capita is reduced from the current rate of 1.95 m² to 1.76 m² per person (a 10% reduction) and 1.56 m² per person (a 20% reduction).

A population increase of 5,190 persons in the Reference Scenario – on its own – would translate to a requirement for land to accommodate new retail-commercial space. However, this does not take into account the fact that the reduced amount of retail space per capita demand also impacts the existing retail-commercial environment; this must also be taken into consideration.

- 10% Reduction in Demand per Capita** – If retail space demand declines by 10% as a result of retail and consumer market dynamics (represented by the reduced demand factor of 0.90 in the exhibit below), then there is an excess inventory of approximately 32,450 m² of retail-commercial space in the Reference Scenario. This exceeds the Reference Scenario new retail demand growth figure of approximately 9,100 m², meaning that not only is no new retail supply required by 2046, but that the existing inventory would represent an over-supply of space of around 23,300 m². The alternative population growth scenarios generate a range of retail demand outcomes, from an excess supply of 36,000 m² in the Low Scenario, compared to 10,400 m² in the High Scenario. All cases result in no new land being required for shopping centre development.
- 20% Reduction in Demand per Capita** – If future demand for retail space declines by 20% (represented by the reduced demand factor of 0.80 in the exhibit below), then there is an excess inventory of approximately 64,900 m² of retail-commercial space in the Reference Scenario. This exceeds the Reference Scenario new retail demand growth figure of 8,100 m², meaning that not only is no new retail supply required by 2046, but that the existing inventory would represent an over-supply of space of 56,800 m². The alternative scenarios generate a range of demand outcomes, from an excess supply of 68,100 m² in the Low Scenario, to 45,300 m² in the High Scenario. Again, all cases result in no new land being required for future shopping centre development.

RETAIL-COMMERCIAL LAND DEMAND – REDUCED SPACE PER CAPITA SCENARIO (10% REDUCED DEMAND)			
Variable	Reference Scenario	Low Scenario	High Scenario
Population Growth	5,190	-2,040	12,570
Retail Space per Capita (m ²)	1.76	1.76	1.76
Population Growth-Driven New Retail Demand (m ²)	9,113	-3,582	22,071
Current Inventory (m ²)	324,500	324,500	324,500
Reduced Demand Factor	0.90	0.90	0.90
Future Required Inventory (m ²)	292,050	292,050	292,050
Excess Retail Space – Future Required Inventory Less Current Inventory (m ²)	32,450	32,450	32,450
Population-Growth Driven New Retail Demand Less Excess Retail Space (m ²)	-23,337	-36,032	-10,379
Site Coverage (%)	25%	25%	25%
Land Required (net hectares)	-9.3	-14.4	-4.2
Land Required – Adjusted (net hectares)	0	0	0

RETAIL-COMMERCIAL LAND DEMAND – REDUCED SPACE PER CAPITA SCENARIO (20% REDUCED DEMAND)			
Variable	Reference Scenario	Low Scenario	High Scenario
Population Growth	5,190	-2,040	12,570
Retail Space per Capita (m ²)	1.56	1.56	1.56
Population Growth-Driven New Retail Demand (m ²)	8,100	-3,184	19,619
Current Inventory (m ²)	324,500	324,500	324,500
Reduced Demand Factor	0.80	0.80	0.80
Future Required Inventory (m ²)	259,600	259,600	259,600
Excess Retail Space – Future Required Inventory Less Current Inventory (m ²)	64,900	64,900	64,900
Population-Growth Driven New Retail Demand Less Excess Retail Space (m ²)	-56,800	-68,084	-45,281
Site Coverage (%)	25%	25%	25%
Land Required (net hectares)	-22.7	-27.2	-18.1
Land Required – Adjusted (net hectares)	0	0	0

5.7.5 Summary

The retail-commercial land demand scenarios presented above are guided by the same population forecasts, but different assumptions about the future amount of retail space demanded per capita. The Baseline Retail-Commercial Land Demand Scenario assumes that the current rate of retail space per capita is held constant over time (1.95 m² per capita in Greater Sudbury). This results in a range of land demand from 0-10 net hectares, with the Reference Scenario indicating a need for approximately 4 net hectares to satisfy future demand. In contrast, the Reduced Space per Capita scenarios (10% and 20% reduction in demand) indicate that an assumed decline in demand would result in an actual excess of retail inventory, despite future population growth occurring through 2046.

It is the view of the Consultant Team that new retail-commercial uses will continue to emerge, notwithstanding the downward pressure on retail space per capita. It is highly likely that some buildings within the existing inventory will become obsolete (due to their format, orientation, age, or other factors), and repurposed to a mixed use or other form of redevelopment, which would reduce the present space inventory. As well, small-scale projects, and lands for freestanding properties, will be demanded. Accordingly, lands must continue to be planned for and designated to meet requirements for new developments. **The Consultant Team recommends planning for 20 net hectares of retail-commercial land through 2046.** This will provide sufficient flexibility for site selection, and will include lands in new growth areas to accommodate neighbourhood-scale and convenience retail-commercial demand as the city's population expands, while at the same time centrally-situated infill sites will still be sought-after by prospective retail-commercial developers.

5.8 Land Demand Summary

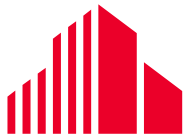
The Reference Scenario population and employment growth projections guide the Consultant Team's recommended employment land demand conclusions and recommendations. The Low and High Scenarios allow us to identify a broader range of land requirements that could occur, should growth lag or surpass the Reference Scenario. Together, the scenarios inform our ultimate planning policy and strategic guidance.

LAND DEMAND CONCLUSIONS				
Employment Land Type	Reference Scenario (Net Hectares)	Low Scenario (Net Hectares)	High Scenario (Net Hectares)	Consultant Team Recommendation (Net Hectares)
Industrial	42.0	34.7	49.4	100
Office	3.0	0.2	5.9	10
Institutional	Land needs to be monitored over time			
Retail-Commercial – Baseline	4.1	-1.6	9.8	20
Retail-Commercial – 10% Reduced Space per Capita	-9.3	-14.4	-4.2	
Retail-Commercial – 20% Reduced Space per Capita	-22.7	-27.2	-18.1	
Note: Where negative land need is indicated, this means that no additional lands are required based on population/employment growth – although planning for employment lands must also consider the provision of suitable sites to satisfy site selection criteria such as location, accessibility, visibility, land price, lot size and orientation, servicing, and other economic/market factors.				

It is important to note that while this land *demand* analysis is expressed in *net* hectares (the developable land area), the preceding land *supply* analysis is discussed in *gross* hectare terms (total land area). It is not possible within the scope of this project to identify the gross to net factor for individual employment land parcels (which in the case of parcels in the built-up area of the city may be nil), since there is a vast supply of vacant lands with development constraints such as natural features (waterways, wetlands, forests, etc.), potential issues related to site grading (un-level sites), site configuration (irregular shapes that may limit developability), and in the case of undeveloped areas, a requirement to provide for roads and stormwater management before the actual developable lands can be created. We have assumed that the majority of new industrial lands will require some adjustment to account for undevelopable lands, while new office and retail-commercial properties will develop across the existing urban areas of the city, and require no adjustment from gross to net land area.

The following summarizes the Consultant Team's recommended employment land allocation by type, for the 2021-2046 horizon.

- **Industrial land – 100 net hectares/125 gross hectares.**
- **Office land – 10 net hectares.**
- **Retail-Commercial land – 20 net hectares.**
- **Institutional land – ongoing land needs are to be monitored in collaboration with major local institutional employers.**



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The **Planning** Partnership

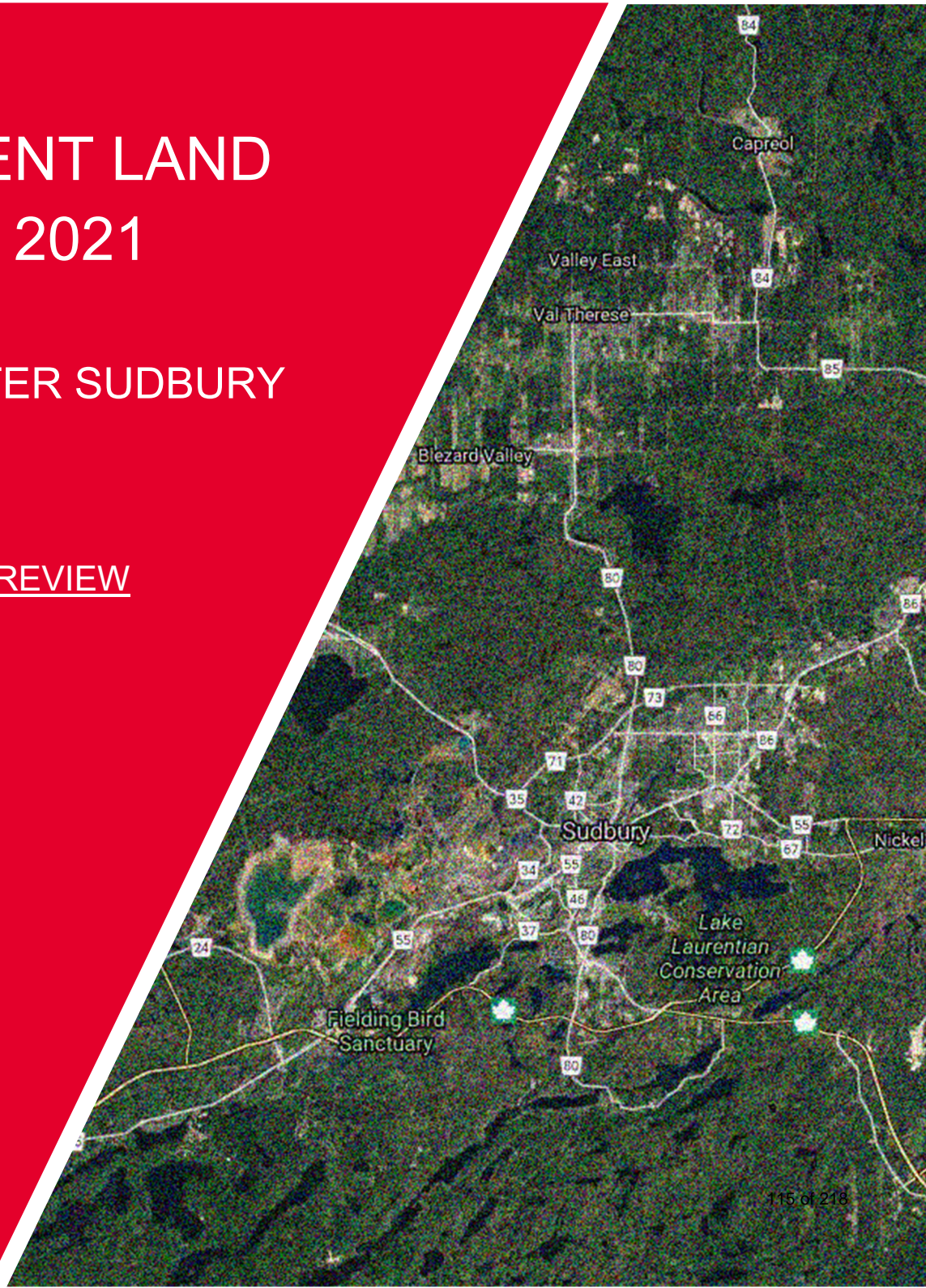


EMPLOYMENT LAND STRATEGY 2021

CITY OF GREATER SUDBURY

DELIVERABLE #6A

PLANNING POLICY REVIEW



6.0 PLANNING POLICY REVIEW

6.1 Introduction

The following is an examination of the planning policy framework affecting the principles for the management of employment-generating land uses within the City of Greater Sudbury. Through the lens of focusing on elements that are of particular importance to this Employment Land Strategy, this overview includes a review of the following documents:

1. From the Ground Up 2015-2025: A Community Economic Development Strategic Plan;
2. City of Greater Sudbury Official Plan; and,
3. City of Greater Sudbury Zoning By-law 2010-100Z.

Each of these important documents provides a level of guidance for the future development of a range of employment-generating land uses. From an employment land perspective, the primary difference among the three documents relates to the level of detail provided.

- The Community Economic Development Strategic Plan builds on the collective strengths of the community by fostering alliances and partnerships between economic sectors, industries, and institutions.
- The Official Plan provides a more focused land use planning policy framework.
- The Zoning By-law provides the most detailed regulatory framework within which specific forms of development are mandated.

All of these documents work together to achieve a defined urban structure and a growth management strategy for the city.

6.2 From the Ground Up 2015-2025: A Community Economic Development Strategic Plan

6.2.1 Introduction

From the Ground Up is a crucial foundational document that provides the City's economic development road map from 2015 to 2025. While the document identifies directions, objectives, and actions within a defined timeframe, the direction provided in From the Ground Up is expected to influence planning and investment decisions in the city for quite some time. Some of the important observations in the Strategic Plan include:

- The Sudbury economy is rooted in the mining sector, health care, and education.
- Sudbury is a global leader in the mining supply and services industry.
- It is Northern Ontario's hub for health care, and has three post-secondary institutions, making it the largest research hub in Northern Ontario.
- It is one of the few communities in Northern Ontario that has positive population growth.

6.2.2 Strategic Directions

From the Ground Up identifies strategic directions and an Action Plan. The Strategic Plan is guided by its "Everest" goal of 10,000 net new jobs by 2025. In order to meet and support this "Everest" goal, From the Ground Up provides an Action Plan that contains nine goals, as well as objectives and actions that support the realization of the "Everest" goal.

6.2.3 Action Plan

- **Goal 1: A robust entrepreneurship ecosystem.**
 - Work to strengthen the entrepreneurship network and help grow businesses.
 - Objectives and actions include leveraging private sector resources to stimulate job growth, encouraging entrepreneurship, and strengthening business support structures – including the streamlining of the development approval process.
- **Goal 2: A welcoming and open community.**
 - To support adding 10,000 new jobs, there is a need to support and facilitate immigration to the area.
 - Objectives and actions include improving integration services and creating a more welcoming environment for newcomers.
- **Goal 3: A highly-skilled and creative workforce.**
 - To support a continued move toward a knowledge-based economy, the city needs to continue to attract and retain a highly skilled workforce.
 - Objectives and actions include facilitating workforce attraction and integration, developing the skills of the existing community, and capitalizing on post-secondary assets (students).
- **Goal 4: A quality of place and lifestyle that is second to none.**
 - The City needs to focus on creative placemaking in order to attract people to Sudbury. The Plan indicated that there should be a focus on revitalizing and redeveloping the Downtown.
 - Objectives and actions include revitalizing and redeveloping the Downtown, implementing the Retail Attraction Strategy, diversifying the city's retail sector, promoting multi-residential mixed use development, implementing infrastructure upgrades that support the efficient movement of residents and visitors, developing public spaces, and leveraging buildings and infrastructure as a catalyst for private sector investment.
- **Goal 5: The global leader in the mining supply and services industry.**
 - The mining industry will continue to be the primary driver of economic growth and prosperity, with manufacturing and technology sectors having developed and continuing to develop around the mining sector.
 - Objectives and actions include promoting industrial land development, strengthening Sudbury's position as a mining hub, strengthening support structures for the mining supply and services sector, and connecting business with research interests.
- **Goal 6: A nationally recognized centre of artistic excellence, vibrancy, and creativity.**
 - Looking to attract new film industry activity, and positioning Sudbury as a "film friendly" regional hub.
 - Objectives and actions include developing cultural spaces and facilities, and updating policies related to filming.
- **Goal 7: One of Ontario's top tourism destinations.**
 - The City is looking to continue to promote tourism to the area, leveraging the numerous events that the city holds each year, as well as its two science centres and proximity to nature. In addition, promoting retail diversification and investing in infrastructure to support tourism have been identified as important factors to achieving this goal.
 - Objectives and actions include developing a multi-purpose facility for arts, culture, business, and sport within the Downtown, and marketing and promoting the city as a tourist destination.

- **Goal 8: A leader in health and life sciences.**
 - The core of this sector consists of Northern Ontario Medical School and Health Sciences North, and recent growth in this sector includes the construction and operation of new research centres. This sector will continue to play a crucial role in the local economy, and will require an increased focus on research commercialization moving forward.
 - Objectives and actions include leveraging the City’s public sector assets, including expanding the space available across the city’s health and educational facilities; attracting, developing, and retaining talent in this field; creating and commercializing high-value health research; and maximizing its position as the regional centre for health care services.
- **Goal 9: One of the most integrated education and innovation ecosystems in Ontario.**
 - Continue to support the education sector, which plays a large role in research and development.
 - Objectives and actions include developing programs that fill gaps in the region, and coordinate services to address opportunities within the region.

Overall, it is the intent of From the Ground Up to promote the diversification of the economy of Greater Sudbury, in recognition of its historic role as a leader in the mining, mining supply, and mining services industry. The goal of 10,000 new jobs by 2025 is certainly an aspirational objective – well in excess of the Official Plan objective of 8,600 new jobs between 2011 and 2036. The recession brought on by the COVID-19 crisis undermines the achievement of this goal, with the economic recovery still presently underway.

The diversification of the economy focuses on key sectors that are already well established in the city (mining, education, and health care), as well as a few other sectors that are new, or are emerging within the city (tourism and film/culture). From the Ground Up does not subdivide job growth among the various desired sectors, although it does make a clear link between the attraction of new jobs to the need to accommodate a supportive workforce and the need to enhance the quality of place and the lifestyle that quality will support.

6.3 City of Greater Sudbury Official Plan

6.3.1 Introduction

The City of Greater Sudbury Official Plan was first adopted by City Council on June 14, 2006. It was approved by the Ontario Municipal Board, in parts, beginning in 2008 and through to 2010. It has been amended on numerous occasions over time. The version of the Official Plan reviewed here is a Consolidated version that includes all Amendments in effect up to May, 2019.

Importantly, the Official Plan is a key implementing document for From the Ground Up 2015 to 2025. The objectives and actions of the Community Economic Development Strategic Plan have been appropriately recognized in the Official Plan, and have led to corresponding policy frameworks that will result in land use planning decisions that support the City’s economic development aspirations.

6.3.2 The Vision for Greater Sudbury

Section 1.4 of the Official Plan articulates a Vision for Greater Sudbury. Of relevance to this review, the Official Plan includes within its broad vision the following statements:

- *“Greater Sudbury is an important centre in Northern Ontario, and focal point for regional investment and growth. Greater Sudbury’s regional role as a centre for business and professional services, higher learning, health and medicine, research and innovation, shopping, and tourism, is solidified through renewal and expansion of existing assets.”*

- *“Greater Sudbury is open to business, providing an economic environment that retains and grows a wide variety of industrial, institutional, and commercial enterprises. The natural resources that form the basis for our economy – in particular, the mineral and mineral aggregate resources – are protected, and will see additional investment and activity. The community’s Economic Development Strategic Plan has been realized, making the city a magnet for new investment and human capital.”*
- *“Downtown Sudbury is the biggest, brightest, and best downtown in Northern Ontario. The Downtown Sudbury Master Plan is complete. Downtown is more active and better connected. It exemplifies the best in heritage conservation, and urban, architectural, and landscape design. A Nodes and Corridors Strategy is fully underway, and Downtown is better connected to revitalized Town Centres and other strategic core areas by new and distinctive corridors – all featuring mixed uses, a strong public realm, and public transit.”*

The Vision for Greater Sudbury, as articulated in the Official Plan, establishes a number of crucial concepts that are important for the key issues related to Greater Sudbury’s role in the Northeastern Ontario region, and its aspirations for ongoing economic development. It also clearly identifies the role of Downtown Sudbury as the primary urban centre – both within Greater Sudbury, and the broader regional context.

6.3.3 Underlying Principles

The Official Plan *“is based on and informed by four broad principles that will help guide future growth and change in our city.”* Of key importance to this overview are Sections 1.3.2 Economic Development and 1.3.4 Focus on Opportunities.

In Section 1.3.2 Economic Development, the Official Plan states: *“Economic development is essential to the future of this community, and an important building block of a Healthy Community.”* The Official Plan goes on to state that *“the City recognizes the link between planning, design, and economic development.”* The Official Plan includes a policy framework *“which supports economic development and prosperity in many different ways.”* The Official Plan:

- *“Ensures that there is an adequate supply of land to meet a variety of economic opportunities.”*
- *“Provides a framework to reinforce the urban structure, achieve a more efficient urban form, infrastructure, public service facilities, and transportation system.”*
- *“Protects important economic assets like the Sudbury Basin and Greater Sudbury Airport from incompatible uses.”*
- *“Enhances the viability of Downtown Sudbury.”*
- *“Promotes brownfield regeneration.”*
- *“Provides opportunities for local food production.”*
- *“Promotes opportunities for economic development and sustainable tourism development.”*
- *“Complements and supports the community’s Economic Development Strategic Plan.”*

Section 1.3.4 Focus on Opportunities indicates that *“The Economic Development Strategic Plan identifies several economic engines as the focus of potential growth.”* This Section of the Official Plan identifies that *“The mining and supply services cluster in particular offers tremendous potential for the development of products, services, and expertise, that can be exported globally. This sector will be facilitated by research and development centres based at our post-secondary institutions, including the Northern Centre for Advanced Technology (NORCAT), Sudbury Neutrino Observatory, and the numerous research centres affiliated with the Mining Innovation, Rehabilitation, and Applied Research Corporation (MIRARCO).”*

6.3.4 Urban Structure

The Official Plan identifies that *“The existing urban structure is a result of our geography and the historical development of industrial uses. Many settlements were established as company towns linked to specific industrial activities, such as mining and rail transportation. Other settlements originated as agricultural service centres that further expanded in a dispersed nature along major roads. Over time, these communities and settlements have developed their own unique character and function.”*

The Official Plan recognizes that the City of Greater Sudbury *“has evolved into a global centre of mining, and a regional service and administrative centre in Northeast Ontario.”* To a large extent, this defined functional role for the city affects the policy framework that is articulated in the Official Plan.

The Official Plan goes on to describe the urban structure of the City as consisting of *“a large, central urban area surrounded by more than 20 smaller urban and non-urban settlements that are all tied together through an extensive network of hard and soft infrastructure.”* Further, the Official Plan notes that *“Over half of the total population of Greater Sudbury resides in the former City of Sudbury. The former City of Sudbury, as the location of three-quarters of the jobs in the Greater City, is the main employment centre.”*

6.3.5 Anticipated Growth/Economic Development

The Official Plan indicates that the City's *“population is expected to grow modestly over the next 20 years, given our role as a global mining centre and regional service centre. This growth will be driven by labour force turnover and ongoing economic development efforts.”* With a more specific reference to economic development, the City's *“economy is expected to also grow modestly in the future, as it continues to expand and diversify. Although mining and its related supply and service sector remain our core economic activity, Greater Sudbury is a centre of higher learning, health and medicine, research and innovation, retail, services and tourism. Growth in these and other sectors will be supported through various means, including appropriate infrastructure investments, public realm improvements, and other strategic projects.”* The Official Plan goes on to say that *“The aging of the population and retirement of the baby boomers, coupled with increased retention and net migration of working age individuals, as well as ongoing economic development efforts, are expected to sustain this growth. Between 2011 and 2036, Greater Sudbury is expected to grow by up to 8,600 jobs, 20,000 people, and 13,000 households.”*

These statements in the Official Plan are very explicit in their description of the role of the city in the broader regional context, and its aspirations for ongoing economic development. There is a clear focus on the city continuing its evolution as a centre for major institutional growth (higher learning, health, and medicine), as a research and innovation hub, and with a focus on providing higher-order retail, service commercial uses, and tourism-related functions. All of this future growth will happen in the context of a recognition that the mining sector will continue to play a vital economic role. This anticipated evolution will have an impact on planning decisions, as well as decisions about infrastructure investment.

6.3.6 The Pattern of Growth

The Official Plan states: *“Looking ahead, the key will be to direct this growth to reinforce the existing urban structure, and improve the efficiency of the urban form, as well infrastructure and service provision.”* Further, and in keeping with its stated aspirations of economic evolution, the Official Plan directs that *“growth must be harnessed and directed to reinforce the efficiency, sustainability, health, and resiliency of our communities. The community of Sudbury will continue as the central urban area, and focus of the majority of growth and change. Our local communities will also grow and change.”*

With that stated, the Official Plan goes on to state that *“land supplies in our service communities are more than adequate to meet future demand associated with employment and population growth. There is no need to expand our communities beyond what is currently planned.”* This is a very explicit and important statement that clearly indicates that future growth is to be focused within existing communities, and that the need for an enhanced land supply for any particular land use activity is not required. That statement in the Official Plan is further reinforced in Section 2.3.2 The Settlement Area, which states that *“The City of Greater Sudbury’s land supply consists of land at different stages in the land use planning cycle. This supply is designed to accommodate an appropriate range and mix of employment opportunities, housing, and other land use needs in the short, medium, and long term. The city’s existing supply of land is more than adequate to meet these needs.”* This statement is reinforced by the conclusions of the preceding land supply and demand analysis. It is a policy of the City that *“Future growth and development will be focused in the Settlement Area through intensification, redevelopment, and, if necessary, development in designated growth areas.”*

6.3.7 The Role of Employment Areas/Rural Areas

A deeper review of the Official Plan continues into Section 4.0 Employment Areas and Section 5.0 Rural Areas. These Sections of the Official Plan set the stage for how and where key economic development activities are to be accommodated within the city. The relevant statements of intent, associated policies, and programs are expected to support the more general elements of the Official Plan, as they are articulated in the Vision and Underlying Principles. The following is a review of Sections 4.0 and 5.0 of the City of Greater Sudbury Official Plan.

Section 4.0 Employment Areas

This Section begins with some overarching statements about the philosophy of the City with respect to ongoing economic development. The Official Plan states that *“Diversification forms the foundation of the City’s approach to economic development, and it remains essential to our future growth prospects. While mining continues to function as our core economic activity and primary export generator, Greater Sudbury has diversified over the last three decades to evolve as a regional centre of education, health care, government, business, retail, and tourism services. The establishment of several important advanced institutions and research facilities, combined with the city’s growth as a retail and tourism destination, has contributed to a local economy now focused on a full range of services production.”* This statement is crucial in considering the direction for the types of jobs the City is expecting to attract and accommodate in the coming years, and that, in turn, will have an impact on the land supply for various forms of employment-generating land uses that are desirable.

The policy direction of the Official Plan is a very clear indication that while the mining sector remains important, and will always be a core economic activity and primary export generator, the aspiration of the City is to focus on its evolving role as a regional centre of education, health care, government, business, retail, and tourism services – its function as a regional service and administrative centre. To that end, the Official Plan identifies that *“Employment Area designations acknowledge Greater Sudbury’s changing economy and labour force, and are intended to help implement the City’s long-term strategic planning goals.”* The Official Plan then goes on to identify a number of objectives that apply to all of the Employment Area designations.

The Official Plan states that *“It is the objective of the Employment Area policies to:*

- a) ensure that an adequate supply and variety of serviced employment land exists throughout Greater Sudbury in accordance with the settlement pattern, allowing for the expansion and diversification of the employment base;*
- b) ensure that a broad range of commercial opportunities are provided for residents, employees, and tourists;*
- c) promote the intensification and revitalization of commercial, industrial, and institutional areas;*

- d) *ensure adequate institutional facilities – such as educational, health care, and social service facilities and services – are provided at suitable locations to meet the evolving needs of residents of all ages and physical capabilities in the city;*
- e) *promote the development of the Downtown as an employment and business centre for the city;*
- f) *ensure that existing industrial lands are used efficiently, and promote the development and redevelopment of existing, underutilized, or unused sites;*
- g) *promote environmentally sound industrial practices, and mitigate conflicts with sensitive uses;*
- h) *ensure that new developments do not preclude future extraction of known or potential mineral or aggregate deposits;*
- i) *ensure that mining and aggregate operations are located, designed, and developed so as to minimize impacts upon the social and natural environment;*
- j) *embrace new technologies to harness emerging areas of growth; and,*
- k) *encourage the co-location of public service facilities in community hubs, where appropriate, to promote cost-effectiveness and facilitate service integration, access to transit, and active transportation.”*

These objectives support and reinforce the stated Vision and Underlying Principles of the Official Plan, and they set the stage for subsequent and more detailed policy frameworks. The Official Plan discusses the range of economic activities across four categories, and identifies nine land use designations shown on Schedules 1a, 1b and 1c, Land Use Map. The categories and designations are summarized below.

Section 4.2 Commercial

To service Greater Sudbury’s broad market base and high-order service activities, three types of Centres are established in this Plan: Downtown, Regional Centres, and Town Centres. The Official Plan provides specific guidance for the development of the City’s hierarchy of urban Centres. The Official Plan states that *“Centres essentially form nodes of retail, tourism, business, education, and government services. Depending on their location, character, and function, Centres may service a large regional market, or a smaller local neighbourhood. It is the intent of this Plan to provide sufficient lands in appropriate locations to ensure that all consumer and service needs can be addressed by the market.”*

The Official Plan provides the following policy framework for the array of land use designations that articulate the Commercial Category, as discussed below.

Section 4.2.1 Downtown Designation

The Official Plan identifies and characterizes Downtown Sudbury as *“the heart of Greater Sudbury, and a strategic core area in Northern Ontario. It forms the historic core of the amalgamated city, retaining its important function as a local and regional centre of government services, business services, retail, sport and entertainment uses, arts and culture, and community and institutional uses... the Downtown possesses a distinct built form that sets it apart from other urban areas, offering unique opportunities to protect, develop, and sustain its role as the vibrant hub of a dynamic city.”* This policy articulates the primacy of function for the Downtown – both within the City of Greater Sudbury and across the broader Northern Ontario region. This primary function anticipates that the highest order of government, business, retail, sport and entertainment, arts and culture, and community and institutional uses and facilities, will be focused primarily on the Downtown, and that the Downtown will continue to thrive and expand based on its location and identification as the key urban centre in the region.

The Official Plan is very permissive in terms of land use within Downtown Sudbury. It states that “*A wide variety of uses are permitted in the Downtown, consistent with its function as the most diversified commercial Centre in the city. Residential, commercial, institutional, entertainment uses, and community facilities are permitted as set out in the Zoning By-law.*” The only uses specifically prohibited in Downtown Sudbury are drive-through facilities.

Further, the only specified requirement to approve new development in Downtown Sudbury is the need to ensure that sewer and water capacities are adequate. On the other hand, the Official Plan identifies some significant development incentives. To encourage development in Downtown Sudbury, new development will be exempt from density and maximum height limits, and new non-residential development will be exempt from parking requirements.

This identification of primacy for the Downtown is crucial in considering opportunities for the creation of business office and population-serving employment opportunities (institutional, retail and service commercial, entertainment, and cultural uses) region-wide. The land supply required for the accommodation of those various employment-generating land uses within Downtown Sudbury will either be satisfied through development on unoccupied sites, intensification of existing underutilized lands, or perhaps the delineation of new areas adjacent to the Downtown that may be required to accommodate those uses.

Overall, the planning policy regime for Downtown Sudbury is considered to be very permissive, and is intended to facilitate substantial new development across a very broad range of land use categories. This approach to planning is supportive of the Vision and Guiding Principles of the Official Plan, and must be considered highly supportive of the City's aspirations for economic development.

Section 4.2.2 Regional Centres Designation

The Official Plan identifies three Regional Centres, which correspond to large-scale retail commercial agglomerations including existing malls and large format/big box clusters. The Official Plan characterizes these Regional Centres as “*local and regional retail and tourism destinations, and strategic core areas in Northern Ontario.*” Three Regional Centres are designated based on the existing pattern of development as indicated on Schedules 1a and 1b, Land Use Map:

- Kingsway at Barrydowne Road/Second Avenue;
- Lasalle Boulevard at Barrydowne Road; and,
- Regent Street at Paris Street/Long Lake Road.

The intent of the Official Plan with respect to Regional Centres “*is to encourage planning for these areas to function as vibrant, walkable, mixed use districts, that can accommodate higher densities and provide a broader range of amenities accessible to residents and visitors.*” Permitted uses in Regional Centres “*may include retail, service, institutional, recreational, entertainment, office, and community-oriented activities.*” The Official Plan also indicates that medium and high density residential uses may be included within a Regional Centre as a way to utilize existing infrastructure and achieve increased urban intensification.

Further, the Official Plan states that Regional Centres “*may be appropriate locations for certain light industrial uses which are conducted entirely indoors – provided that appropriate landscaping and buffering can be established to shield any adjacent sensitive uses. Outside storage is not permitted, unless it is for the purpose of displaying goods for retail sale.*”

Similar to the Downtown Sudbury designation, the Regional Centres designation permits a host of supportive land uses, and considers their evolving function as significant mixed use urban centres within the urban structure. The Official Plan, in identifying permitted uses in the Regional Centres, does not differentiate or restrict employment-generating land uses, including offices. Rather, the Official Plan is considered very flexible, because it does not assign any level of importance or rank in the hierarchy of employment-generating land uses in comparison to Downtown Sudbury, or anywhere else within the hierarchy. This is seen as a market-supportive approach, allowing individual employment generators to have a say in determining where their use may wish to locate. However, unlike the Downtown Sudbury designation, the Official Plan does not provide any explicit incentives to stimulate new development within the Regional Centres.

Overall, it is expected that these Regional Centres have a substantial capacity to accommodate a host of economic development initiatives through future development of their employment-generating functions, including opportunities for new or intensified retail, service, institutional, recreational, entertainment, office, and community-oriented activities. It is also interesting to note that the introduction of medium and high density residential uses is contemplated as part of the ongoing evolution of these Regional Centres.

Section 4.2.3 Town Centres Designation

The Official Plan identifies that the city *“is known for its diverse collection of Communities spread across a wide geographic area. Linked to the historical development of the region, each has developed a distinct character, providing a range of alternative lifestyle and housing options for residents. The existing and historic commercial centres of Communities are thus recognized as Town Centres.”* It is the intent of the Official Plan that *“These areas will provide for the development of commercial uses to service Communities and surrounding residential neighbourhoods and rural areas.”*

The policies of the Official Plan indicates that *“Town Centres will be planned to include a diverse mix of land uses, an appropriate range of housing types, high quality public spaces, and the provision of easy access to stores, services, and recreational opportunities.”* To help achieve this policy, the Official Plan notes that the *“City has shown its commitment to these areas through the adoption of the Town Centre Community Improvement Plan.”*

The Official Plan indicates that *“Permitted uses in Town Centres may include retail, offices, institutional, and other related community services and activities”... “Town Centres may also be appropriate locations for light industrial uses. Outside storage for the display and sale of goods is permitted. Proper landscaping and buffering must also be established for light industrial uses.”*

It is understood that the Town Centre Community Improvement Plan includes financial incentives that facilitate the ongoing improvement of buildings and properties within the Town Centre designation. In addition, the Official Plan helps to facilitate new development by providing the opportunity to consider reduced parking standards *“where off-street municipal or privately-owned communal parking facilities already exist, and can accommodate additional automobiles.”*

The Official Plan states that *“Town Centres will continue to serve the needs of local communities.”* This is an important role, providing retail and service commercial opportunities, as well as some office, cultural, and entertainment uses that service local populations throughout what is a vast and dispersed urban system. The overall contribution of these Town Centres is a key consideration from an economic development perspective, as they certainly provide opportunities for population-related employment growth, in concert with population growth. It is important to keep in mind that the Official Plan does recognize the role and function of these Town Centres, as they are expected to continue to grow and to accommodate future economic opportunities – likely more or less proportionate to their population.

In general, the Official Plan supports Town Centres as important but modestly scaled locations that accommodate a range of uses and facilities complementary to the local communities that they serve. These Town Centres are expected to evolve over time, but are not specifically identified as locations for substantial growth or intensification. They are not expected to play any significant role in accommodating projected employment growth in the City of Greater Sudbury.

Section 4.3 Mixed Use Commercial Designation

While not specifically a part of the defined hierarchy of commercial Centres within the city, the Official Plan does recognize that there are areas of the city – typically located along Arterial Roads – that *“have been developed with a mix of land uses.” “These areas meet a variety of needs. They also support and, in some instances, connect strategic core areas.”* The Official Plan states that *“It is the intent of this Plan to recognize the development potential of these areas by permitting a balance of mixed uses, including commercial, institutional, residential, and parks and open space, through the rezoning process. General industrial uses may also be permitted, subject to their compatibility with surrounding uses, and their overall visual impact on mixed use corridors.”*

In general, the Official Plan supports Mixed Use Commercial areas as important but modestly-scaled locations that accommodate a range of uses and facilities adjacent to the Arterial Road network. These areas are complementary to the local communities that they serve. Further, these Mixed Use Commercial areas are expected to evolve over time, but are not specifically identified as locations for substantial economic development initiatives.

Section 4.4 Institutional Areas Designation

The Institutional Areas designation has been established in the Official Plan *“to harness the potential of the institutional sector in the form of research and product development. Institutional Areas that form a concentration of advanced Education, Health, and Research activity are identified.”* The Official Plan goes on to say that *“The Institutional Areas designation acknowledges the important role of the city’s institutions and their contribution to community-based initiatives. Institutional uses are permitted throughout the municipality in accordance with the needs of area residents and policies of this Plan.”*

Greater Sudbury *“has various institutional uses such as elementary and secondary schools, libraries, recreation centres, colleges, a university, and other community facilities that are intended for public use. Some of these uses are small scale and serve local needs. Others are large scale and serve both local and regional needs.”* Further, the Official Plan recognizes that *“Certain compatible uses are permitted in order to facilitate economic development initiatives linked to our post-secondary institutions, hospitals, and research facilities.”* As noted, The Official Plan identifies two scales of institutional uses:

- *“Small scale institutional uses play an important role in the day-to-day life of Greater Sudburians. They are an essential part of our neighbourhood and community fabric. They are places where we go to learn, worship, or play. The intent of this Plan is to recognize the important role that these uses play. Therefore, small-scale institutional uses that are compatible with a residential setting, such as elementary schools, libraries, day nurseries, retirement homes, places of worship, and recreation centres, are incorporated within and permitted by the Living Areas designation. They are generally not shown on Schedules 1a, 1b and 1c, Land Use Map.”*

- *“Major public institutions form some of our largest employers, and have a significant impact on the quality of community life. These strategic core areas include Laurentian University, Cambrian College, Collège Boréal, Health Sciences North, Science North, and Dynamic Earth. In recent years, some major public institutions have developed strategic, long-term Master Plans, to guide the ongoing evolution of these areas. The intent of this Plan is to encourage comprehensive, long-term planning for these areas to function as compact, vibrant, walkable, mixed use districts that can accommodate higher densities and provide a broader range of amenities accessible to residents and visitors. Major public institutions are designated as Institutional on Schedules 1a, 1b and 1c, Land Use Map.”*

It is important to recall that the Official Plan is very clear in its recognition that *“Although mining and its related supply and service sector remain our core economic activity, Greater Sudbury is a centre of higher learning, health and medicine, research and innovation, retail, services, and tourism. Growth in these and other sectors will be supported through various means including appropriate infrastructure investments, public realm improvements, and other strategic projects.”* As identified earlier in the projections of employment growth by industry, institutional-type employment accounts for a considerable share of overall job growth through the 2046 forecast horizon.

Building on that statement, it is also very clear that the City recognizes and supports the importance of its array of major institutional uses and facilities, and promotes them as key economic drivers – consistent with the Vision and Underlying Principles of this Official Plan. In the Official Plan, the City identifies its major institutional partners by *“identifying Institutional Areas which form a concentration of Education, Health, and Research activity. These areas include the Laurentian University campus (including the Willet Green Miller Centre and the Northern Ontario School of Medicine), the campuses of Cambrian College and Collège Boréal, Health Sciences North, and the Sudbury Neutrino Observatory.”* The City also recognizes that its major institutional partners have developed Master Plan documents that are intended to identify and manage their individual needs over time. As such, the Official Plan does not provide any significant planning policy regulations that either promotes or restricts their ongoing development. These major institutional partners are expected to play a crucial role in accommodating and attracting the economic drivers of the future of the City of Greater Sudbury.

Section 4.5 Industrial

Due to Sudbury's strong industrial base, the Official Plan has recognized that the designation of sufficient lands to accommodate existing and potential industrial uses is essential. It states that *“The adequate provision of industrial lands, including the creation of additional Industrial and Research Parks, is closely aligned with the City’s long-term strategic planning goals related to economic development.”* Earlier statements in the Official Plan have indicated that the City has enough designated land, and its focus is to accommodate all new development on lands already designated for growth.

To accommodate existing and future industrial forms of development, two broad industrial designations have been established: General Industrial and Heavy Industrial.

Section 4.5.1 General Industrial Designation

The Official Plan allows a range of industrial activities, such as manufacturing and processing facilities, within the General Industrial Designation. More specifically, permitted uses may include: *“manufacturing, fabricating, processing, and assembling of industrial and consumer products; repair, packaging, and storage of goods and materials; and related industrial activities. Complementary uses, such as administrative offices, hotels, and restaurants – which do not detract from, and which are compatible with the operation of industrial uses – are also permitted.”*

Section 4.5.2 Heavy Industrial Designation

Within the Official Plan, the Heavy Industrial designation *“permits all industrial uses, including core infrastructure facilities such as water and wastewater treatment plants and landfill sites. Any expansion to these areas will require an amendment to the Zoning By-law.”... “Mining and related smelting, refining, and processing operations, are generally not permitted in Heavy Industrial areas, as the Mining/Mineral Reserve designation applies to those uses.”*

Overall, it is anticipated that the existing supply of the lands within the General Industrial and Heavy Industrial designations is sufficient to accommodate the long-term needs of this sector of the economy. The Official Plan does not include significant policy frameworks that would unduly restrict the use of these lands for the purposes that they have been planned for – except that expansions to existing heavy industrial uses within the Heavy Industrial designation will be facilitated through a Zoning By-law Amendment. In general, these land use designations are not considered to be restrictive, but rather identify a land supply that is available to accommodate multiple forms of industrial development, as well as complementary land uses. This is aligned with the intent of ensuring a range of options for prospective occupiers.

Section 4.6 Mining and Aggregate

As noted, the City of Sudbury's economy has historically been inextricably linked to the mining sector of the economy. The Official Plan states that *“It is the intent of this Plan to responsibly manage mineral and aggregate resources by protecting them for long-term use. This will be achieved by protecting existing and potential resources, controlling and regulating current surface operations, minimizing adverse impacts of operations on the environment, requiring proper and progressive rehabilitation of closed mines and mineral aggregate operations, protecting mineral resources from incompatible uses, and by providing for sequential uses.”*

“Reflecting the importance of natural resources to the local economy, separate land use designations are created for the extraction and processing of mineral and aggregate resources. The Plan designates areas to be included as part of the Mining/Mineral Reserve and Aggregate Reserve.” It is, however, important to note that *“Due to the extensive geographical nature of these designations, the Mining/Mineral Reserve and the Aggregate Reserve are not included as Employment Areas for the purposes of calculating the protection of a 20 year supply of employment areas as required by the Provincial Policy Statement. * (2019 MMAH Mod # 11 and # 12)”* For this reason, these two Official Plan designations are not a focus of this Employment Land Strategy.

Section 4.6.1 Mining/Mineral Reserve Designation

The Mining/Mineral Reserve designation covers a substantial part of Greater Sudbury. These lands are *“considered to have significant mineral potential, including areas forming the Sudbury Igneous Complex, as well as current producing mines, past producing mines, ore processing plants, major tailings areas”... “and other mineral deposits.”* Key policies associated with the Mining/Mineral Reserve designation include the following:

- *“Lands designated Mining/Mineral Reserve may be used for a variety of uses related to the extraction of minerals. Permitted uses may include mining and mining-related uses, mineral aggregate uses, smelting and refining uses, pits and quarries and related uses, and accessory uses and structures associated with mining.”... “For land in the Mining/Mineral Reserve to be used for mining purposes, an amendment to the Zoning By-law must occur where such lands are not pre-zoned.”*
- *“Other uses such as forestry and other resource-related compatible uses, recreation, parks and open space, and wildlife management may be permitted, provided they do not preclude future extraction. Other industrial uses that will not preclude future mining activities may be permitted, subject to zoning permission and site plan control where appropriate.”*

The Official Plan protects identified mineral resources for long-term use by controlling and regulating current surface operations, minimizing adverse impacts of operations on the environment, requiring proper and progressive rehabilitation of closed mines and mineral aggregate operations, protecting mineral resources from incompatible uses, and by providing for sequential uses. It is expected that the ongoing protection of resources through the appropriate application of the Mining/Mineral Reserve designation is key to the preservation of this crucial component of the city's historic, existing, and future economy.

Section 4.6.2 Aggregate Reserve Designation

The Official Plan states that *“Aggregates and other industrial minerals extracted through pit or quarry methods are valuable, non-renewable raw materials that are utilized extensively for construction, industrial, and manufacturing purposes.”* It is the intent of the Official Plan to *“protect all primary and secondary deposits identified in an Aggregate Resource Inventory Paper (ARIP)”... “or aggregate shown on a Northern Ontario Engineering Geology Terrain Study”... “and all sources currently under license and permit under the Aggregate Resources Act.”* The policy framework that applies to the Aggregate Reserve designation includes the following:

- *“The primary use of lands designated as Aggregate Reserve will be pit and quarry operations. Other uses that do not preclude the possibility of future expansion and extraction may also be permitted.”*
- *“Mineral aggregate operations shall be protected from development and activities that would preclude or hinder their expansion or continued use, or which would be incompatible for reasons of public health, public safety, or environmental impact.”*
- *“All new pit and quarry operations are subject to the Aggregate Resources Act.”*

It is recognized that these important resources require the protection of the policies of the Official Plan. These resources are important as non-renewable raw materials that fuel construction, industrial, and manufacturing operations.

Section 5.0 Rural Areas

The Official Plan recognizes that *“Given Greater Sudbury’s vast geographic area, a significant proportion of the municipality is comprised of Rural Areas.”... “Rural Areas require well-defined policies that protect existing uses, while recognizing that the focus of future development will be fully serviced areas within Communities.”* Further, *“The intent of this designation is to accommodate a variety of land uses that are appropriate for a rural location – especially those that provide rural economic benefits that are balanced with protection of the natural environment and the agricultural resource base.”* It is a key objective of the Official Plan to *“promote opportunities to support a diversified rural economy by protecting agricultural and other resource-related uses, and directing non-related development to areas where it will minimize constraints on these uses.”*

Section 5.2 Rural Area Designation

The Official Plan describes lands within the Rural Area designation as containing *“a variety of land uses, such as farms, woodlots and forests, small industry, and clusters of rural residential development.”* More specifically, the Rural Area designation permits *“rural industrial/commercial uses.”* Relevant policies from Section 5.2.5 include the following:

- *“Rural industrial/commercial uses are generally resource-based, and may include agriculture, dry industrial/commercial uses, and forestry”;* and,
- *“Pits and quarries are permitted in appropriately zoned areas.”*

While the Rural Area is expected to accommodate appropriate rural commercial/industrial land uses, it is not expected to be a major contributor to the economic growth of the City of Greater Sudbury. It is clear that most of the new economic opportunities will be focused on the serviced settlement areas, with a particular emphasis on the former City of Sudbury.

6.4 City of Greater Sudbury Zoning By-law 2010-100Z

6.4.1 Introduction

The City of Greater Sudbury Zoning By-law is a substantial document, providing detailed development regulations for various land use categories. The Zoning By-law conforms with – and provides additional detail to – the policies of the City's Official Plan. This review of the Zoning By-law focuses on the key zones that will accommodate identified economic drivers into the future.

It is important to note that the array of commercial and industrial uses that are permitted within the Rural Area, as identified in the Official Plan, are generally provided with zoning on the basis of the commercial and industrial categories of the Zoning By-law.

6.4.2 Commercial Zones (Part 7)

The Zoning By-law establishes a hierarchy of Commercial Zones that is intended to recognize various scales and functional roles within the urban centres and corridors of the city, as well as within the smaller outlying communities and within the rural parts of Greater Sudbury. There are seven Commercial Zones, as follows:

- Local Commercial – C1;
- General Commercial – C2;
- Limited General Commercial – C3;
- Office Commercial – C4;
- Shopping Centre Commercial – C5;
- Downtown Commercial – C6; and,
- Resort Commercial – C7.

From an economic development perspective, and while all of these zones accommodate and will produce jobs, it is not likely that the C1 and C7 categories will play a role in accommodating significant new job opportunities in line with the City's economic development aspirations. Those zone categories are either neighbourhood supporting, or specifically focused on resort commercial development. Similarly, the C3 zone is for smaller-scale medical offices, and other supporting land uses, with a maximum building height of 2 storeys. It is zoning categories C2 and C4 through C6 that are expected to accommodate the most significant elements of both mixed use and single use developments, with a focus on retail and service commercial uses and offices.

- C2 permits the broadest array of land uses, including residential uses, and permits large buildings with relatively reasonable lot coverage. Building heights, however, are limited to 15 metres.
- C4 is focused on office development, with a number of supportive uses also permitted. Lot coverage at 50% is acceptable, and building heights are limited to 34 metres – a mid-rise built form. Permitted residential land uses are limited in height to 8 metres.
- C5 is focused on the city's shopping centres. There is a substantial list of permitted retail and service commercial land uses, as well as a number of uses that support the broader retail function. Office uses are limited, and must be contained within the shopping centre. Residential uses are not permitted. Lot coverage at 50% is generous in this context, but building heights are limited to 20 metres, which is typical of shopping centre/mall development.

- C6 is the zone category that is applicable to Downtown Sudbury. The regulatory regime permits significant built forms with no defined lot coverage limit or height limit. The use permissions are quite broad, with a few logical omissions, and a few that are somewhat less logical (commercial tourist facility, parking garage, and taxi stands, for example). This zone reflects the higher density and mixed use urban centre that Downtown Sudbury is, and will continue to evolve into.

The City's hierarchy of commercial uses is logical, and supportive of the urban structure that is desired and promoted in the Official Plan.

6.4.3 Industrial Zones (Part 8)

Similar to the Commercial Zones, the Zoning By-law establishes a hierarchy of Industrial Zones that reflect an array of functional and physical characteristics. In terms of accommodating future job growth in line with the City's economic development objectives, a range of industrial lands will be required, and need to be made available in order to capitalize on opportunities as they arise. The hierarchy of Industrial Zones includes:

- Business Industrial – M1-1;
- Mixed Light Industrial/Service Commercial – M1;
- Light Industrial – M2;
- Heavy Industrial – M3;
- Mining Industrial – M4;
- Extractive Industrial – M5; and,
- Disposal Industrial – M6.

The M1-1 and M1 Zones, notwithstanding the permissions for light industrial uses, could be considered part of the commercial hierarchy. Those zone categories permit an array of retail and service commercial uses, as well as office uses. The regulatory elements of these two zones are identical, and generally promote a low-rise built form and surface parking. These zones have the potential to accommodate a significant array of new job creation, in line with the City's economic development objectives.

M2 is a very important zone category, as it can be expected to accommodate the more traditional industrial job types, including manufacturing and warehousing facilities. The M3 Zone is a heavy industrial zone, and incorporates a limited array of supporting uses.

M4 and M5 are focused on resource opportunities – although lands identified as Mining/Mineral Reserve in the Official Plan are outside of the scope of this Employment Land Strategy. M6 is a municipal function that will react to need.

6.4.4 Institutional Zone (Part 10)

The Institutional Zone permits a limited range of residential development that is institutional in nature (group homes and special needs facilities), as well as an array of typically publicly owned/operated facilities. The regulatory elements of this zone are considered to be relatively flexible, and can accommodate significant buildings – up to a height of 50 metres. In reviewing this zone, it would appear that it is intended for those institutional uses found throughout the city, not including the major institutions (Laurentian University, Cambrian College, Collège Boréal, Health Sciences North, Science North, and Dynamic Earth), which are likely developed through site or area-specific zoning regulations.

The Institutional Zone applies primarily to existing institutional uses. However, ongoing job growth within the institutional sector is a key part of the economic development strategy of the City. This zone category is an important contributor to that job growth, but it is difficult to predict institutional growth, including their individual requirements, and therefore difficult to pre-zone for those uses.

For Information Only

2020 Operating Budget Variance Report - October

Presented To:	City Council
Presented:	Tuesday, Feb 09, 2021
Report Date	Thursday, Jan 21, 2021
Type:	Correspondence for Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters.

Report Summary

This report provides the Finance and Administration Committee with a forecast of the City's year-end position based on revenues and expenditures to the end of October 2020. The year-end position includes approximately \$4.9 million available to offset known 2021 budget pressures.

Financial Implications

There are no financial implications associated with this report.

Signed By

Report Prepared By

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Manager of Financial Planning & Budgeting
Digitally Signed Jan 21, 21

Division Review

Ed Stankiewicz
Executive Director of Finance, Assets and Fleet
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Report Title
2020 Year-end Operating Budget Variance Report - October

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Report Summary	Financial Implications
<p>This report provides the Finance and Administration Committee with a forecast of the City's year-end position based on revenues and expenditures to the end of October 2020. The year-end position includes approximately \$4.9 million available to offset known 2021 budget pressures.</p>	<p>There are no financial implications associated with this report.</p>

Report Prepared By	Division Review
<p><i>SF</i></p> <p>Name: Steve Facey Title: Manager of Financial Planning & Budgeting</p>	<p><i>Ed Stankiewicz</i></p> <p>Name: Ed Stankiewicz Title: Executive Director of Finance, Assets & Fleet</p>

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2020 Year End Operating Budget Variance Report

Executive Summary

This report provides a projection of the corporation's year-end financial results. With the decisions Council took throughout the year to adjust service levels and avoid costs wherever possible, and with support from senior governments, the corporation will avoid a 2020 deficit.

After accounting for \$12.7M of Safe Restart funding (\$9.2M for the Municipal stream and \$3.5M for the Transit stream) received from the federal and provincial governments, there is approximately \$4.9M available to offset known 2021 budget pressures. The projected surplus results from extraordinary service level adjustments and cost containment measures taken by City Council that would not be expected to recur in 2021. Similarly, the Safe Restart funding received from senior governments helped offset extraordinary additional costs incurred in 2020 as a result of the corporation's COVID-19 response. Some of these costs are anticipated to continue in 2021.

As discussed during deliberations about the work underway to prepare the 2021 Budget, these surplus funds may be available to offset one-time, extraordinary COVID-19 related costs next year.

For example, on December 8th, Council approved two resolutions to approve funding from the Capital Holding Account and the allocation of the 2020 Special Capital Levy to offset one-time operating and COVID-19 pressures, if required.

Background

The purpose of this report is to provide Council with an overview of year-end variances in accordance with the Operating Budget Policy. The last variance report, based on August month-end identified areas where material year-end variances may occur and produce a potential surplus of \$3.9 million. This report updates Council on actions taken and the implications of those actions.

Appendix A provides a schedule that reflects the annual net operating budget, year-end position and variance for each area. In accordance with the Operating Budget Policy, the following explanations relate to areas where a variance of greater than \$200,000 is anticipated/resulted within a division or section.

Variance Explanations

1) Revenue Summary

The first line of the report in Appendix A reflects general revenue that includes items such as the taxation levy, revenues in lieu of taxes, provincial grants (such as OMPF) as well as tax write-offs, tax grants and rebates. The forecast is for these items to finish the year approximately \$425,000 below planned levels. This is due largely to decreased supplemental taxation revenues offset somewhat with an increase in payment in-lieu taxation revenue resulting from increased assessments of municipal properties.

Delays in MPAC's inspections of properties as a result of COVID-19 has affected the information received with respect to supplemental taxation. Tax write-offs may be an area of concern as they may result in a negative financial impact. At this time, property tax payments arrived as expected. The organization is not experiencing an issue with tax collection. Staff continue to analyze these situations as more updated information is received.

2) Other Revenues and Expenses

This reporting line includes the following items:

- Other revenues – includes slot revenue, investment income, interest on overdue tax accounts etc.
- Large Projects
- COVID-19 Cost Centre

This area is reflecting a net under expenditure of \$2.0 million as follows:

- Decrease in interest revenue on all overdue tax accounts of \$595,000.
- Increase in investment earnings of \$2.5 million.
- Decrease in gross Municipal Accommodation Tax of \$670,000.
- Decrease in slot revenue of \$1.5 million.
- Planned salary gapping of \$1 million, although the actual savings are presented within each division. Staff expect the actual salary gapping result to be greater than the revised target of \$2.5 million.
- Lower than anticipated debt repayments of \$1 million.
- Over expenditures related to the Junction project totaling \$170,000 primarily due to salaries and benefits.
- Expenditures directly related to the COVID-19 pandemic of \$15.7 million. This includes a contribution to reserve for the Safe Restart – Transit funding as noted below.
- Additional revenues related to the COVID-19 pandemic of \$17.6 million in the form of Federal and Provincial grants. The additional revenues act as a flow through such as Pandemic Pay and enhanced Social Services programs. These revenues also include Phase 1 of the Safe Restart Agreement.

It should also be noted that the expenditures directly related to the COVID-19 pandemic, referred to above, include both incremental and non-incremental costs. This provides an overall estimate of the expenditures required to address the pandemic which includes line items such as staff time, personal protective equipment and increased contract services, such as additional cleaning costs.

3) Office of the CAO

This department includes the following divisions:

- Strategic Initiatives
- Communications and Community Engagement
- Citizen Services (Libraries/Museums)

This area is reflecting a net under expenditure of \$1.2 million as follows:

- Decreased revenue for Library Services totaling \$85,000.
- Under expenditure in salaries and benefits of \$1.3 million due to vacancies and redeployed personnel.

4) Security, By-law and Parking

This area is reflecting a net over expenditure of \$1.1 million as follows:

- Decreased parking user fees of \$1.1 million.
- Under expenditure in the contribution to the Parking Improvements Reserve Fund of \$800,000 because of the reduced revenues.
- Decreased user fee and licensing revenues totaling \$700,000.

5) Information Technology

This area is reflecting a net under expenditure of \$285,000 as follows:

- Under expenditure in salaries and benefits of \$135,000 due to vacancies and costs allocated to the COVID cost centre.
- Under expenditure in equipment purchases of \$135,000 as these costs were allocated to the COVID cost centre.

6) Human Resources and Organizational Development

This area is reflecting a net over expenditure of \$815,000 as follows:

- Over expenditure of legal services related to labour arbitrations totaling \$245,000.
- Over expenditure of early retirement fringes and allowances totaling \$665,000.
- Under expenditure in job evaluation costs totaling \$80,000.

7) Economic Development

This area is reflecting a net under expenditure of \$430,000 as follows:

- Under expenditure in salaries and benefits of \$350,000 due to staff redeployments where the cost is allocated to the COVID cost centre, and salary gapping.
- Under expenditure in grants and transfer payments of \$90,000, with respect to Event Support, as a result of COVID-19.

8) Housing Services & Operations

This area is reflecting net under expenditure of \$1.0 million as follows:

- Housing Services is projecting a net under expenditure of \$800,000.
 - An under expenditure of \$90,000 in salaries and benefits due to vacancies.
 - An under expenditure of \$500,000 in the non-profit program. This under expenditure does not have an impact on service levels.
 - An under expenditure is expected to Housing Operations totaling \$210,000. As the funds for the commercial rent supplement program are based on tenant's subsidies, it is difficult to project exactly how much funding will be required in one year to cover off the difference between what the subsidized tenant pays and the

market rent of the unit in the private sector. A number of variables are considered regarding commercial rent supplement funding. This is a recovery based on 2019 year end results.

- Housing Operations is projecting a net under expenditure of \$225,000
 - Increased revenues are anticipated totaling \$810,000. A significant portion of the increased revenues is a result of loss of subsidy and delays in obtaining eviction orders for arrears and a decline in bad debt write-off. The additional revenue has been utilized to maintain the aging portfolio, explained below.
 - Under expenditures in salaries and benefits are anticipated totaling \$380,000.
 - Over expenditures in maintenance costs are anticipated totaling \$1,120,000. Additional maintenance (plumbing, electrical, life safety and significant repairs) will be completed throughout 2020. These maintenance projects were deferred and were to be complete as funds became available. Also, due to COVID-19, a significant amount of the maintenance expenditures were completed by contractors rather than field staff which has increased the anticipated cost.
 - Under expenditures in energy costs are anticipated totaling \$180,000.

9) Long Term Care – Senior Services

This area is reflecting a net under expenditure of \$410,000 as follows:

- Increased revenues are anticipated totaling \$700,000 in the form of provincial grants, such as additional revenue for High Intensity Needs.
- Increased operating expenditures as a result of the additional funding received in salaries and benefits, materials and contract services.

The majority of additional costs related to the pandemic response are included in the COVID-19 cost centre which is included in Other Revenues & Expenses.

10) Social Services

This area is reflecting a net under expenditure of \$1.2 million as follows:

- Under expenditure in salaries and benefits of \$1.2 million due to vacancies caused by service level reductions. Due to COVID-19, employment programs were suspended, which allowed for staff to be redeployed to Pioneer Manor.

11) Leisure & Cemetery Services

This area is reflecting a net under expenditure of \$880,000 as follows:

- Decreased user fee and licensing revenues totalling \$4.1 million.
- Under expenditure in salaries and benefits of \$3.6 million due to vacancies caused by service level reductions, salary gapping, not hiring summer students, part-time layoffs as well as certain salaries and benefits being allocated to the COVID cost centre.
- Under expenditure in energy costs as a result closed and suspended facilities and adaptations totalling \$1.4 million.

12) Transit Services

This area is reflecting a net over expenditure of \$1.5 million as follows:

- Decreased user fee revenue of \$3.4 million as a result of decreased ridership and the suspension of fares from March 20, 2020 to June 15, 2020.
- Under expenditures in salaries and benefits of \$680,000 due to vacancies.
- Under expenditures in energy costs (primarily fuel) of \$875,000 as a result of adapting service levels.

- Under expenditures in purchased services of \$1.1 million as a result of adapting service levels.
- Increased Transit maintenance is approximately \$640,000 over budget due to the continued maintenance of the City's aging fleet.

13) Infrastructure Capital Planning

This area is reflecting a net under expenditure of \$575,000 resulting as follows:

- An under expenditure in salaries and benefits of \$130,000 due to vacancies.
- Under expenditures as a result of the delayed Red Light Camera Program totaling \$360,000. Delays were due to agreements not yet being finalized with the City of Toronto and the equipment vendor.

14) Engineering Services

This area is reflecting a net under expenditure of \$235,000 as follows:

- Under expenditures in salaries and benefits of \$245,000 due to vacancies.

15) Linear Infrastructure Maintenance

This area is reflecting a net over expenditure of \$320,000 as follows:

- Over expenditure in winter maintenance of \$420,000.
- Under expenditure in summer maintenance of \$100,000.

The winter maintenance deficit was calculated using available financial information up to October 31, 2020. Given recent favourable weather conditions, the estimated winter control deficit could improve by year-end. The year-end position report which will be presented in 2021 will reflect the actual expenditures for 2020.

16) Environmental Services

This area is reflecting a net under expenditure of \$450,000 as follows:

- Lower than anticipated revenues totaling \$215,000.
- Under expenditure in purchased services of \$560,000, primarily waste collection.

17) Planning and Development

This area is reflecting a net under expenditure of \$345,000 as follows:

- Lower than anticipated revenues of \$130,000.
- Under expenditures in salaries and benefits totaling \$365,000 due to vacancies.
- Under expenditure in purchased services and operating expenses totaling \$100,000.

18) Emergency Medical Service

This area is reflecting a net under expenditure of \$970,000 as follows:

- Under expenditure in salaries and benefits and medical supplies as these are being recorded in the COVID-19 cost centre.

19) Fire Services

This area is reflecting a net over expenditure of \$675,000 as follows:

- Over expenditure in salaries and benefits totaling \$675,000 million due to overtime costs caused by absences due to retirements and Workplace Safety Insurance Board claims. Of this, approximately \$400,000 is a direct result of the Val Therese arbitration award.

19) Police Services

This area is reflecting a net over expenditure of \$500,000 as follows:

- Overall, there is a net over expenditure of \$500,000, which is primarily due to unbudgeted COVID-19 expenditures related to PPE, cleaning and decontamination and equipment required for virtual work needs. These costs are not included in the organization's COVID cost centre.
- Other operating accounts with over expenditures are offset by grant funding received for specialized equipment for use in Forensics.
- Revenue losses are forecasted due to reduced paid duty recoveries and record check fees which is somewhat offset by savings in training and professional development and fuel.

Water / Wastewater Services

Water and Wastewater Services is projecting an overall net over expenditure of \$100,000 for 2020.

User fee revenues are projected to be under budget by \$800,000 million with consumption projected at 13.1 million cubic metres on a budget of 13.355 million cubic metres, based upon information supplied by our billing partners at GSU. Commercial consumption has decreased during the COVID pandemic but is being partially offset by increases in residential consumption, as previously assumed. April and May production was down between 6 and 7% over previous years, but June through September showed monthly increases ranging from 1 to 4% over previous years, which supports the improvement in consumption over the summer months.

Infrastructure Capital Planning and Business Improvement sections are projected to be under budget by \$475,000 due to vacancies in long term contract positions dedicated to the Asset Management Task Force that were previously approved by Council, which will result in delays in implementing Master Plan recommendations.

The Treatment and Compliance section is projected to be over budget by \$700,000 due to unbudgeted repairs and maintenance costs at various facilities, additional COVID related salary costs, and a \$200,000 increase in property taxes due to a reassessment of the Kelly Lake Plant.

The Distribution and Collection section is projected to be under budget by \$900,000 due primarily to staffing vacancies and less than expected watermain break repairs which offset additional costs related to service cut repairs.

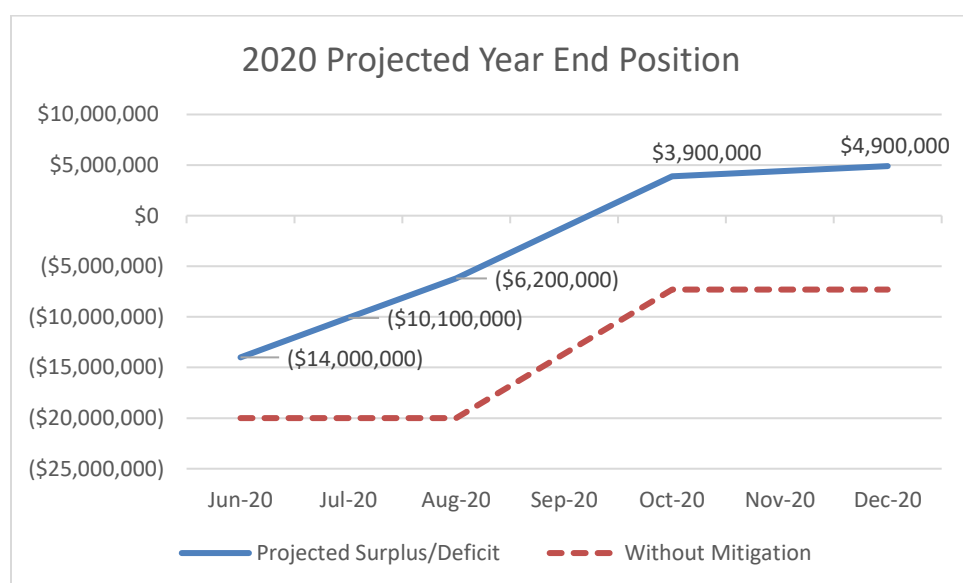
As per the Reserves and Reserve Funds By-Law, any net over or under expenditure will be contributed from or to the appropriate Capital Financing Reserve Fund in accordance with the By-Law.

Additional Information

COVID-19 Impacts

From the start of its virus response, Council reacted quickly and with a clear intent to balance its responsibilities for service provision with its responsibilities to demonstrate good financial stewardship. The corporation incurred additional costs and, at the same time, did not earn planned revenues due to the requirements of its virus response. Without Council's decisions – that is, if service plans did not change from the ones approved in the 2020 Budget – the corporation would have incurred a net deficit by the end of 2020 of approximately \$20M.

The chart below shows the financial effect of Council's decisions over the last eight months. Initial adjustments to services and resource levels, which included some staff layoffs and a decision to increase salary gapping targets, reduced the deficit forecast to approximately \$14M. Sustained service changes and the decision to suspend some traditional summer services further reduced the deficit forecast, such that by August, the year-end position was estimated to be a \$6.2M deficit. Financing options, such as redirecting funds assigned to capital projects that were not yet started, would have allowed the corporation to avoid a deficit at year-end, even without senior government support.



Safe Restart Funding

As stated earlier in the report, the corporation received \$12.7 million from senior levels of government. This funding was in 2 separate streams:

- \$9.2 million – Municipal Stream
- \$3.5 million – Transit Stream

The Municipal stream received is an unconditional grant to address operating pressures and local needs. It is the province's expectation that the municipality will place the excess funding into reserves which can be accessed to support COVID-19 operating costs and pressures that may continue to incur in 2021.

The Transit stream of this funding expires March 31, 2021. Initial projections indicate that of the \$3.5 million received, the organization will be realizing approximately \$1.2 million in 2020 and \$570,000 from January 2021 to March 31. The following table has been prepared to illustrate this information:

Transit Stream	
Funds Received	3,519,280
Less: COVID Impact (April 2020 - September 2020)	602,000
Less: COVID Impact (October - December 2020)	625,500
Contribution to Reserve	2,291,780
Less: COVID Impact (January - March 31 2021)	572,500
Potential Return to Province	1,719,280

This table highlights the potential of returning the difference of what is being realized and what the organization has received. This estimate is approximately \$1.7 million, however analysis and conversations with senior levels of government continue (as it relates to maximizing the full allocation beyond the current March 31st 2021 deadline). Staff are also exploring possible eligibility changes to maximize the organization's ability to realize these funds. These estimates have been included when preparing the projected 2020 year-end position. Staff will return with an update as part of a year-end position report in early 2021

As a result of funding from the Safe Restart Agreement as well as service level mitigation strategies discussed above, the organization will be able to contribute approximately \$4.9 million to a reserve which will be able to be used to offset 2021 impacts. This amount is subject to provincial guidelines and year-end activity and adjustments. The following chart illustrates this:

Salaries & Benefits

Previous reports highlighted a number of estimates for the Committee's information. They are as follows:

- Salary Gapping - \$2.5 million (revised target)
- Not hiring of Summer Students - \$1.7 million
- Savings from laying off part-time and casual employees - \$2.2 million

The 2020 Budget included a plan to avoid \$1 million in salary and benefit costs by delaying the hiring process for positions that become vacant, where it is appropriate to do so. This is known as 'salary gapping'.

The effect of salary gapping on services and service levels are significant. Cycle times, delays, service level reductions as well as overall availability of services are all impacted by this exercise. There are also impacts on staff that are currently in place. The remaining workload is spread amongst those who are currently providing services, and may create bottlenecks and/or capacity issues. However, it is reasonable to anticipate some level of "natural" salary gapping will occur due to staff movements/retirements, but a preferable approach for managing costs is to adjust specific service levels.

Staff continue to analyze the progress of salary gapping compared to the revised target. The revised target has been met of approximately \$2.5 million as of the end of August. Staff continue to analyze projections against the remaining two targets.

Parking

As a result of decreased revenues, Parking Services is projected to negatively impact the levy. Historically, this section is budgeted to have a positive impact on the levy of \$200,000. The Parking Improvements Reserve Fund has historically been funded by the net operating revenues in excess of operating expenses.

As stated above, the contribution to the Parking Improvements Reserve Fund has been removed due to lost revenues. This reserve fund is now in a deficit position due to 2020 budget commitments. This impacts the ability to fund future capital projects from this reserve. It also means that future commitments may have to be funded by the tax levy, rather than the Parking Improvements Reserve Fund. Staff will continue to provide updates in subsequent reports.

Service and Budget Management

Directors and Managers throughout the organization, with ELT's support, have curbed spending because of the projected financial position. The explanations included in this report highlight the collaboration and teamwork that management has implemented. Expenditure reductions and controls listed above consist of the following examples:

- Reduced salaries and benefits to meet revised salary gapping target
- Adapting service levels (such as Transit and Leisure Services)

In previous reports, this section included a highlight of Leisure Services. Both Transit and Leisure Services have adapted service levels. These areas have now been identified as a variance of over \$200,000. Staff within this area continue to mitigate and lower the potential year-end deficit and are doing so with a great amount of success.

Summary

The City's 2020 projected year-end surplus of \$4.9 million is a result of extensive service adjustments, extraordinary expenditure controls and one-time senior government support. Staff continue to analyze and mitigate the impact of COVID-19 as much as possible.

This surplus will be contributed to a reserve during the year-end process. These funds can be utilized to offset pressures and aid with the 2021 budget shortfall.

References

2020 Operating Variance Report – April

<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=30621.pdf>

2020 Operating Variance Report – June

<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1513&itemid=19100&lang=en>

2020 Operating Variance Report – August

<https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1563&lang=en>

Financial Implications Associated with the Corporation's COVID-19 Response – September

<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=7&id=1514>

Financial Implications Associated with the Corporation's COVID-19 Response - July

<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1512&itemid=19140&lang=en>

Financial Implications Associated with the Corporations' COVID-19 Response – June

<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1558&itemid=18864&lang=en>

Appendix A - Net Operating and Expenditure Projections

City of Greater Sudbury Net Operating Revenue and Expenditure Projection For the year ended December 31, 2020



	Net Operating Budget	YE Position	Surplus (Deficit)	Notes
Corporate Rev and Exp Summary				
Revenue Summary	(319,766,143)	(319,341,080)	(425,063)	1
Other Revenues and Expenses	34,392,713	32,302,165	2,090,548	2
TOTAL CORPORATE REVENUES	(285,373,430)	(287,038,915)	1,665,485	
Executive and Legislative				
Office of the Mayor	736,903	689,318	47,585	
Council Memberships & Travel	77,729	78,223	(494)	
Council Expenses	1,210,725	1,146,516	64,209	
Auditor General	394,713	394,713	0	
Office of the C.A.O. Summary	11,931,973	10,716,678	1,215,295	3
Executive and Legislative	14,352,043	13,025,448	1,326,595	
Corporate Services				
Corporate Services -GM Office	548,692	548,692	0	
Legal & Clerks Services	1,314,909	1,332,402	(17,493)	
Security, By-Law & Parking	643,120	1,760,764	(1,117,644)	4
Information Technology	152,491	(134,982)	287,473	5
Human Resources and O.D.	0	817,484	(817,484)	6
Finance, Assets and Fleet	13,966,262	13,978,871	(12,609)	
Corporate Services	16,625,474	18,303,231	(1,677,757)	
Economic Development Summary				
G. M. Office	0	0	0	
Economic Development	4,880,056	4,449,715	430,341	7
Economic Development Summary	4,880,056	4,449,715	430,341	
Community Development Services				
G.M. Office	406,263	287,505	118,758	
Housing Services & Operations	19,507,210	18,479,301	1,027,909	8
Long Term Care-Senior Services	5,967,986	5,557,408	410,578	9
Social Services	5,594,800	4,387,812	1,206,988	10
Children Services	1,820,243	1,820,242	1	
Leisure & Cemetery Services	21,483,811	20,603,270	880,541	11
Transit	15,972,457	17,517,721	(1,545,264)	12
Community Development Services	70,752,770	68,653,259	2,099,511	
Growth and Infrastructure				
Growth I.S. Other	220,402	220,402	0	
Inf Capital Planning	6,752,296	6,178,016	574,280	13
Engineering Services	0	(236,283)	236,283	14
Water - Wastewater	(0)	0	(0)	
Linear Infr Maintenance	41,938,847	42,258,415	(319,568)	15
Environmental Services	15,694,885	15,246,092	448,793	16
Planning and Development	5,782,361	5,438,917	343,444	17
Treatment & Compliance	(0)	0	(0)	

City of Greater Sudbury
Net Operating Revenue and Expenditure Projection
For the year ended December 31, 2020



	Net Operating Budget	YE Position	Surplus (Deficit)	Notes
Building Services	0	0	0	
Growth and Infrastructure	70,388,790	69,105,559	1,283,231	
Community Safety				
C.S. G.M.'s Office	0	0	0	
Emergency Management	486,799	372,954	113,845	
CLELC Section	(809,371)	(717,039)	(92,332)	
Emergency Medical Service	11,277,641	10,308,136	969,505	18
Fire Services	26,750,607	27,427,578	(676,971)	19
Community Safety	37,705,676	37,391,629	314,047	
Outside Boards				
Outside Boards Other	7,967,865	7,967,865	0	
Police Services	62,700,756	63,199,568	(498,812)	20
Outside Boards	70,668,621	71,167,433	(498,812)	
TOTAL EXPENDITURES	285,373,430	282,096,274	3,277,156	
TOTAL	\$0	(\$4,942,641)	\$4,942,641	

For Information Only

Greater Sudbury Community Energy & Emissions Plan (CEEP) Implementation: Municipal Actions (2021 - 2025)

Presented To:	City Council
Presented:	Tuesday, Feb 09, 2021
Report Date	Thursday, Jan 21, 2021
Type:	Correspondence for Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

Implementation of the Community Energy & Emissions Plan (CEEP) is strongly aligned with the CGS 2019-2027 Strategic Plan. It directly meets Objective 3.2 (Develop and Strengthen Strategies and Policies to Mitigate Impact of Climate Change) under the “Climate Change” strategic priority by providing opportunities to reduce Greenhouse Gas emissions within our community. The changes and improvements to the physical infrastructure, such as the Paris-Notre Dame Bikeway, will touch upon the service excellence, business attraction, climate change mitigation and adaptation, while encouraging a healthier and more vibrant community. New policies and opportunities for retrofits and energy efficient buildings will help with economic capacity and investment readiness while improving housing affordability and suitability, especially for vulnerable populations.

Report Summary

This report presents the municipal actions proposed in Phase ONE (2021 to 2025) of the CEEP implementation period. The actions are arranged according to the CEEP’s 8 Strategic Sectors and 18 goals. Accomplishing these actions will help Greater Sudbury achieve the target of net zero greenhouse gas emissions by 2050, as expressed in City Council’s climate emergency declaration of May, 2019. The CEEP was finalized following public input and was unanimously approved by Council on September 22, 2020.

Financial Implications

There are no financial implications at this time. Municipal projects resulting from the implementation of the

Signed By

Report Prepared By

Stephen Monet
Manager of Environmental Planning Initiatives
Digitally Signed Jan 21, 21

Manager Review

Guido Mazza
Director of Building Services/Chief Building Official
Digitally Signed Jan 21, 21

Financial Implications

Steve Facey
Manager of Financial Planning & Budgeting
Digitally Signed Jan 21, 21

Recommended by the Department

Tony Cecutti
General Manager of Growth and Infrastructure
Digitally Signed Jan 21, 21

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jan 21, 21

CEEP will be considered individually through the current and future Budget processes.

Greater Sudbury CEEP Implementation: Municipal Actions – Phase ONE (2021 to 2025)

PURPOSE

This report responds to the direction given by the City of Greater Sudbury through the following resolution:

CC2020-233

THAT the City of Greater Sudbury approves the Greater Sudbury Community Energy and Emissions Plan (CEEP) and authorizes staff to proceed with the next steps in the implementation of the CEEP, as outlined in the report entitled “Final Community Energy & Emissions Plan (CEEP)”, from the General Manager of Growth and Infrastructure, presented at the City Council meeting on September 22, 2020.

Matters associated with Resolution CC2019-151 (Climate Emergency Declaration) are addressed at the end of this report.

INTRODUCTION

The United Nations has declared climate change the defining issue of our time. Media coverage of record-breaking heat waves, droughts, wild fires, floods, hurricanes and rainfalls appears almost daily. People are concerned and anxious as their homes, livelihoods and very existence are threatened and want to take action to help avert the mounting impacts of climate change. Actions most often target the reduction of greenhouse gases (GHGs), such as carbon dioxide, which are seen by most scientists as strongly associated with the human-induced warming of our planet. GHG emissions have risen steadily with the extensive burning of fossil fuels as nations industrialize. Scientists now warn that without a significant move away from fossil fuels to power our economies, GHG levels in the atmosphere may be reaching a tipping point beyond which further climate warming will be unstoppable despite any actions we take. The resulting effects of runaway climate warming would be unparalleled in human existence and would lead to the displacement of millions of people.

Governments at all levels are taking action to stem the tide of rising GHGs. Thousands of local governments worldwide are declaring climate emergencies to mobilize actions to help reduce GHG emissions. On May 28, 2019, the City of Greater Sudbury Council declared a Climate Emergency and requested that staff prepare a report that outlined the actions necessary to reduce municipal carbon emissions to net zero by 2050. This ambitious target provided the focus of the Greater Sudbury Community Energy & Emissions Plan (CEEP), which Council approved on September 22, 2020.

The CEEP lays out 18 goals to reach the Climate Emergency target by 2050. Meeting these goals requires taking action – by the City, by companies, by organizations, by everyone. Environmental, financial and community benefits will result from reducing energy use and enabling a transition away from energy derived from fossil fuels. The CEEP's financial modelling, for example, reveals that taking action to reduce energy and GHGs will result in net savings of \$14.6 billion and create 40,000 person years of employment between 2020 and 2050.

This report focuses on the actions to be undertaken by the municipality between 2021 and 2025 that will bring Greater Sudbury closer to reaching the net-zero target by 2050. The municipal actions list presented herein is not intended to be complete, but rather one to which other actions will be added during the Phase ONE period. Regular updates will be presented through reports to City Council and the City's website.

CEEP IMPLEMENTATION ACTIONS - CONSIDERATIONS

Climate change is complex and setting a course for GHG reductions is equally complex and multi-layered. Required actions are of different types, serve different purposes and might rely on other preceding actions. For example, constructing a large facility or changing a major process usually relies on undertaking a feasibility study before moving forward; the feasibility study then is the action that must precede further actions. In addition to the timing of actions, the following considerations must be taken into account:

- Dealing with uncertainties associated with a 30-year implementation timeframe;
- Greater Sudbury is one of many municipalities world-wide faced with implementing plans to reduce GHG emissions;
- Strong ties to other municipal implementation mechanisms;
- GHG reduction opportunities related to COVID-19 recovery; and,
- All actions are important

Dealing with Uncertainties

The CEEP's model and implementation framework are based on assumptions, which may be perfectly valid today but not so in 10 years, let alone 30 years. The longer the timeframe, the greater the influence of uncertainty on factors determining future realities and forecasting systemic change is difficult to predict beyond 10 years with any accuracy due to developments in three key areas: technology, policy and society.

Given these inherent uncertainties, especially over a 30-year timeframe, the CEEP will be reviewed and updated on a 5-year basis. Its model will be applied every five years to ascertain

whether the CEEP objectives are being met and, if not, determine where areas of additional focus should lie.

Greater Sudbury is Not Alone in its Efforts to Reduce GHG Emissions

Climate change affects everyone and reducing GHG emissions is a shared responsibility. We are all in this together. Greater Sudbury is joining the ranks of thousands of municipalities around the world taking action to reduce energy and GHG emissions and stimulate a green economy. While each municipality faces its own unique set of challenges, CGS staff will follow Council's lead in continuing to strengthen relationships with other municipalities to discuss best practices, common barriers and solutions, future initiatives and potential collaborations. Local stakeholders will also maintain a shared experience in climate-related initiatives with peers in other jurisdictions.

Strong Ties to Other Municipal Implementation Mechanisms

The CEEP and its implementation are not the only mechanisms available for addressing GHG emission reduction. The City's Official Plan, Transit Plan, and Active Transportation Plan will continue to play an important role in Greater Sudbury becoming a net-zero GHG community by 2050. As such, the implementation of the CEEP is strongly tied to the implementation of these other plans as well.

GHG Reduction Opportunities Related to COVID-19 Recovery

Government responses to the COVID-19 pandemic have significantly changed patterns of energy demand around the world. In an article published on May 19, 2020, in the journal *Nature Climate Change*, scientists estimate that the daily global CO₂ emissions were reduced by 17% by early April 2020 compared with the mean 2019 levels, just under half from changes in surface transportation. As the world begins planning for a post-pandemic recovery, the United Nations is calling on governments to green their recovery plans and shape the 21st century economy in ways that are clean, green, healthy, safe and more resilient.

City staff estimate that with 22% of the Greater Sudbury municipal workforce working from home for at least some of the time between April 4 and July 18, 2020 (75 work days), GHG emissions were reduced by about 117 tonnes. Annually, this translates into a potential reduction of 407 tonnes from the over 2 million kilometers that would not need to be traveled to get to and from work. Of course, this is a rough estimate based on a number of assumptions, but it does demonstrate what could be achieved through relatively simple changes to the structure of work (i.e., work from home option for some employees). Scaling up a 'work from home' policy to an equivalent portion of the entire Greater Sudbury workforce (i.e., 22%) could result in a reduction of nearly 12,000 tonnes of GHG per year.

All Actions are Important

Certain actions involve the construction of an energy-efficient building, installing very energy-efficient lighting, or putting energy-efficient water pumps online. These actions have measurable

outcomes in terms of energy and GHG reductions. Other actions involve the creation of new policies and processes as well as education and outreach campaigns, whose impact on energy and GHG reductions are not directly measurable. Although not all actions can be directly linked to GHG reductions, every action plays a role in moving our community toward net-zero GHG emissions.

CEEP IMPLEMENTATION – MUNICIPAL ACTIONS

The actions to be undertaken by the City of Greater Sudbury within the first five years of the CEEP implementation period (i.e., 2021 to 2025) are outlined below beginning with three foundational actions followed by those actions categorized under 7 of the CEEP's 8 Strategy Sectors. (The Industrial Efficiency Strategy Sector as understood in the CEEP does not apply to municipal operations). Actions associated with each Strategy Sector are outlined in Appendix 1 in both tabular form and as Action Summaries.

Foundational Actions

Three actions are highlighted as being foundational to the success of the CEEP's implementation and are discussed first. These actions include:

- The development of a framework for collaborative implementation;
- The development of a system for tracking and reporting success in achieving GHG reduction goals; and,
- The development of a climate lens.

A Framework for Collaborative Implementation

As previously stated, attaining net-zero GHG emissions by 2050 will require everyone's participation. As such, implementation of the CEEP is dependent on close collaboration not only between municipal divisions but also with a variety of local stakeholders, including residents. Development of a framework for collaboration will be a key action to be completed within the first year of the Phase One implementation period and will be established and maintained through the active participation of local stakeholders. Quarterly meetings will be held to provide equal representation of all stakeholders the opportunity to network and share experiences, successes, challenges and influence the CEEP's implementation. Working groups will be established for addressing sector-specific interests, such as communications, industry and electric vehicles.

Tracking and Reporting Implementation Success

The development of robust and relevant means of tracking, assessing and reporting change in energy use and GHG emissions will be another key action to be accomplished within the first two years of the Phase One implementation period. These methods will be developed through the collaborative efforts of local stakeholders.

Successful implementation of the CEEP will depend on the ability to accurately track, assess and report on changes in energy use in various sectors through metering or fuel sales. GHG emissions in turn are estimated from the energy use based on modeling. All of the actions initiated to meet one of more goals of the CEEP are expected to lead to either energy reductions or GHG reductions, often both. While the status of all CEEP actions can be monitored and reported, not all actions will lead to direct and measurable energy reductions. Some actions will entail the development of policies, education campaigns, or incentive programs that may influence energy use but in themselves do not lead to directly measurable energy reductions. Active transportation infrastructure, for example, can lead to fewer trips by private vehicle but its use is highly dependent on weather, time of year, social acceptance and willingness to personally adopt new transportation routines. Other actions lead to energy reductions that not only can be measured directly but can also be reliably predicted through modeling. Street light conversion to LED technology, for example, leads to predictable outcomes in terms of reduced electricity use and concomitant reductions in GHG emissions.

Wherever possible, CEEP actions will be assessed by directly measuring their impact on energy use and resulting GHG emissions. Where direct energy measurement is not possible, the actions' influence on energy will be estimated based on modeling and related assumptions. Where energy measurement can neither be directly measured nor estimated, an action's influence on energy will be inferred through energy or other data related to the action. For example, the influence of active transportation infrastructure on energy use and GHG emissions will, in the end, only be reflected by annual liquid fuel sales in the City, which of course could also be influenced by other factors, such as wider adoption of electric vehicles.

Climate Lens

The decisions we all need to take, whether mundane or of strategic importance, should wherever possible be weighed and evaluated in relation to their influence on energy and GHG emissions. A few municipalities and other organizations have begun discussions on the notion of a climate lens through which options for particular decisions can be assessed in terms of climate influences. A climate lens would need to consider not only influences on GHG emissions, but also potential cost and energy reductions, as well as climate adaptation implications. For example, a decision may not have significant implications for GHG reductions if the energy used is electricity since Ontario's electricity supply mix has a relatively low GHG emissions profile. But the decision could lead to large reductions in electricity use that lead to significant cost savings. These savings, in turn, could be used to make changes in other areas of the municipal operations that result in significant GHG reductions. The development of a climate lens will be yet another key project to be undertaken early in the first phase of CEEP implementation.

Municipal Actions by Strategy Sector

Each of the CEEP's 8 Strategy Sectors are outlined below along with a mention of its relation to municipal actions. Additional information on the Sectors can be found in the CEEP.

Strategy Sector 1 – Complete, Compact Communities

Creating compact, well-designed neighbourhoods where work places, shops, and schools are easily accessible by walking, biking and transit help reduce the number of trips by private vehicle and the required infrastructure footprint to provide the necessary services. Smaller homes and ones that share at least one wall (e.g., semi-detached) or multiple walls (e.g., some condominium and apartment buildings) help reduce the energy requirements for heating and cooling per living unit and the associated GHG emissions.

Under CEEP implementation, residential development would focus on multi-family and mixed-use buildings. By 2050, the share of new single-family homes being built would decrease to 10% of total housing starts. In addition, new homes would be 25% smaller than existing homes on average.

Policies that enable the establishment of energy-efficient housing and land-use are very low cost, yet result in GHG reductions that persist for decades or longer.

Strategy Sector 2 – Efficient Buildings

As in most other municipalities, heating and cooling of existing buildings represents one of the two largest sources of GHG emissions in Greater Sudbury. Modifying existing buildings for greater energy efficiency can require expensive retrofits to the building envelope, windows, doors and heating systems. In contrast, new buildings can be more easily constructed from the start to meet stringent energy standards, such as Passive House, which result in buildings consuming up to 90% less heating and cooling energy than conventional buildings. Unless enabled through legislation, however, municipalities in Ontario cannot impose stricter new building standards than the Ontario Building Code although builders can build to a higher energy standard.

Community Efficiency Financing (CEF) provides an incentive for financing energy retrofits to existing homes. For example, a CEF financing mechanism can allow retrofit costs to be attached to the property and the principal and interest to be paid back through a supplement to the municipal tax. In this way, the expense is amortized over several years and allows energy benefits to be derived by the existing and future owner of the home.

Strategy Sector 3 – Water, Wastewater, and Solid Waste

Treating and distributing water and wastewater represents the highest use of electricity within municipal operations. Two major efforts can reduce the energy used in the system: reducing leaks in the distribution system and in end water use volumes and increasing the efficiency of the mechanical systems used in treatment and distribution. Programs aimed at controlling inflow and infiltration (I & I) and incentive programs to promote water conservation can help with the former. Pump replacements and pumping station upgrades are required for the latter. Wastewater anaerobic treatment plants have the potential to produce renewable natural gas. The Water/Wastewater Division continues to effect change to its many operations and processes to yield greater energy efficiencies.

Waste represents an important source of GHGs not only through the vehicles and equipment required to collect and treat waste, but mostly through fugitive or escaping gases like methane produced from decomposing organic matter. As a greenhouse gas, methane is 28 to 36 times more potent than carbon dioxide at trapping heat in the atmosphere. To partially address this problem, a landfill gas capture system and electricity generating plant were constructed at the Sudbury Landfill Site in 2006 and 2007. The plant currently generates 1.35 MW of electricity, enough to power about 1000 homes. The Environmental Services Division also continues to develop programs to help residents and businesses reduce and separate waste at source, which further contributes to lowering GHG emissions over the long-term.

Strategy Sector 4 – Low-carbon Transportation

The CEEP identifies vehicles powered by gasoline or diesel as being one of the two largest local sources of GHG emissions. Reducing these emissions will require a multi-pronged approach involving greater participation in active transportation and transit use and the eventual switch to electric private vehicles and buses. Post-COVID-19 recovery strategies that involve greater work-from-home participation could also result in GHG reductions from avoided commutes to and from the work place.

With the launch of its new GOVA service in August 2019, the City now offers improved routes and schedules to encourage greater transit ridership. Transit Services Division will continue to make modifications to routes and schedules as necessary and to offer new incentives and programs to further expand ridership.

In addition, the City will continue to improve its active transportation network and improve the efficiency of its vehicle fleet.

Strategy Sector 5 – Industrial Efficiency

Local industry will continue to play an important role in the reduction of GHG emissions. Vale's Clean AER project, for example, is estimated to have reduced GHGs from the smelter by 40%. Although the City has no municipal actions relating to this Strategy Sector, industrial stakeholders are expected to benefit from the networking opportunities offered through the CEEP's collaborative implementation model coordinated by Local the City.

Strategy Sector 6 –Clean Energy Generation

Energy generation that becomes less and less reliant on fossil fuel will be key to becoming a community that is net-zero GHG emissions by 2050. Well-known examples such as solar and wind farms are dependent on favourable financing programs, such as the provincial FIT (Feed-In Tariff) programs. Such incentives allowed widespread construction of renewal energy generation projects, such as the 10 MW solar farm in Capreol. The final FIT application period for large projects was held in 2016 and Ontario's IESO (Independent Electricity System Operator) ceased accepting applications under the FIT program.

Expansion of Greater Sudbury's central district energy systems will make heating energy delivery more efficient. Infill development will provide greater building density, making the systems more effective. Although these systems currently operate on natural gas, the facilities could retrofit to use one or a combination of renewable energy sources like geothermal exchange heat pumps or renewable natural gas. Generating electricity from landfill gas capture systems at other municipal landfill sites may be another source of renewable energy.

Strategy Sector 7 – Low-carbon Energy Procurement

Procuring renewable electricity and renewable natural gas is intended to make up any short-falls in GHG reductions later in the time line to 2050. Neither of these sources is currently plentiful and make up a relatively small proportion of the electricity and natural gas mix. The future is expected to yield far greater quantities of these types of energy and the City will maintain its vigilance and assess procurement opportunities as these arise.

Strategy Sector 8 – Carbon Sequestration

Greater Sudbury's award-winning Regreening Program has been applying crushed limestone and planting tree and shrub seedlings since 1978. Over this period, the Regreening Program has planted nearly 10 million seedlings; a few million more have been planted through the combined efforts of Vale and Glencore, other companies and by community groups. According to a recent research paper, these efforts have resulted in an estimated 1 million tonnes of carbon sequestered to date.

Soil creation from the leaf and yard waste collected by the City allows continued rehabilitation of mine tailings, which further contributes to carbon storage through revegetation.

CLIMATE EMERGENCY DECLARATION – CC2019-151

On May 28, 2019 City Council re-emphasized the importance of the Climate Change priority it had set in its Strategic Plan by passing Resolution CC2019-151, as follows:

“WHEREAS the UN Intergovernmental Panel on Climate Change ‘Global Warming of 1.5 °C’ report states that we have less than 12 years to avert the worst impacts of climate change and identifies cities and urban areas as one of four critical global systems that can accelerate and upscale climate action;

AND WHEREAS cities around Canada and the world are taking the lead on acting on climate change;

AND WHEREAS Greater Sudbury is a member of the Federation of Canadian Municipalities’ Partners for Climate Protection program, and a member of the Federation of Canadian Municipalities which adopted a resolution in 2016 recognizing the need to pursue efforts to limit global temperature increases to 1.5°C;

AND WHEREAS Greater Sudbury will be completing its Community Energy and Emissions Plan and undertaking its Climate Change Adaptation Plan in 2019;

AND WHEREAS Sudbury has received international recognition for achievements in regreening and municipal energy retrofits, and is making important progress in areas such as sustainable transportation that will assist in meeting carbon reduction goals;

AND WHEREAS there are significant economic opportunities if Greater Sudbury were to become a leader on climate change mitigation, adaptation and technology in Northern Ontario;

AND WHEREAS Greater Sudbury is already experiencing large and rising costs and risks from climate change impacts such as extreme weather events, flooding and forest fires;

AND WHEREAS as of February 22, 2019, 288 Municipal and City Councils in Canada have declared a climate emergency;

AND WHEREAS climate change solutions not only reduce carbon output, but they also offer multiple benefits including improved health and air quality, greater community resilience, economic development and reduced costs;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury officially declare a climate emergency to name and deepen our commitment to protecting our economy, our eco systems, and our community from climate change;

BE IT FURTHER RESOLVED THAT the City of Greater Sudbury reaffirms action on climate change as a strategic priority;

BE IT FURTHER RESOLVED THAT the City of Greater Sudbury direct staff to bring a report to City Council for its consideration before the end of 2019 that describes an approach for creating a Climate Change Adaptation & Mitigation Plan that includes adaptation or mitigation measures including, but not limited to:

- a) The reduction of municipal carbon emissions including the identification of specific targets and, ultimately, net zero carbon emissions by 2050;
- b) Policy choices that increase the proportion of residents that can choose active transportation modes or public transit for their daily needs;
- c) Operating standards for municipal facilities and technical specifications for municipal construction contracts that reduce carbon pollution;
- d) The development of measurement and reporting systems for energy utilization and carbon reduction to inform policy and budgeting choices;
- e) Collaboration with other governments, institutions and industry associations to improve standards and protocols that can positively address climate adaptation and mitigation;
- f) The potential to create an advisory committee that provides guidance and support for the City's efforts to respond to the climate emergency;
- g) A Business Case for consideration as part of the 2020 Budget that secures the resources required to develop the Plan."

The Greater Sudbury CEEP, which was approved by the City on September 22, 2020, satisfies this resolution's request for a Climate Change Mitigation Plan. A Climate Change Adaptation Plan will be in development in 2021. Item a) has been addressed through the development of the CEEP, which outlines 18 goals under 8 strategy sectors. The City's Active Transportation Plan, Transit Plan and Official Plan identify the policy choices requested by Item b). Item c) will be addressed through the municipal actions to be undertaken during the Phase ONE implementation period. Item d) will be addressed through the development of a tracking and reporting system as one of the foundational CEEP implementation actions. Items e) and f) will be addressed through the development and application of a framework for collaborative implementation as one of the foundational CEEP actions. Item g) has been addressed as the CEEP has been completed.

SUMMARY

Greater Sudbury's CEEP outlines 18 goals that need to be met to attain City Council's target of becoming a net-zero GHG emission community by 2050. As its contribution to the first phase of the implementation of the CEEP (i.e., 2021 to 2025), the City proposes undertaking up to 45 actions across various divisions, some pending funding approval.

**GREATER SUDBURY
COMMUNITY ENERGY & EMISSIONS PLAN (CEEP)
IMPLEMENTATION
PHASE ONE (2021 – 2025)**

MUNICIPAL ACTIONS

LEGEND

Action types

- **Plans and Studies:** Conduct research or strategic planning projects to establish direction on new or emerging areas of interest.
- **Education & Outreach (E&O):** Undertake initiatives aimed at public education and outreach using a variety of means. Also includes sector or industry-specific E&O.
- **Policies, Guidelines, and Standards:** Establish or update rules and regulations to provide direction for projects, initiatives, or programs.
- **Procedures:** Develop and implement new ways of doing business or adapt existing practices and procedures to enhance low carbon resilience.
- **Programs and Projects:** Develop new programs or projects to advance climate action, with proof-of-concept pilot projects as needed.
- **Partnerships and Engagement:** Collaborate with stakeholders (both internal and external) to advance climate action for the Corporation and in the community and advocate on behalf of the City to other levels of government to advance and support local climate action.

Cost

Work Plan: cost and staff capacity accounted for through annual Work Plan and operating budgets.

\$ **Low Cost:** ≤ \$100,000

\$ \$ **Medium Cost:** \$100,000 - \$500,000

\$ \$ \$ **High Cost:** > \$500,000

Timeline

■ □ □ **Short Term:** 1-2 years

□ ■ □ **Medium Term:** 3+/- years

□ □ ■ **Long Term:** 4-5 years

Recurring: Actions which happen on an ongoing basis

Status

Not Yet Initiated – Intentions to proceed with action uncertain; not part of existing work plans or budget.

Planned – Intention to complete the action is part of current or future work plans and/or budgets

In Progress – includes actions that have been initiated, are already funded, and/or are part of the business-as-usual operations of a team or division within the City.

City of Greater Sudbury CEEP Implementation Actions 2020-2025

CEEP Foundational Actions						
Action	Specific CEEP Goal (If Applicable)	Action Type	Timeline	Cost	Status	Division
Develop a Framework for Collaborative Implementation		Partnerships & Engagement	■□□	Work Plan	In progress	Planning Services
Develop a tool for tracking and reporting local GHGs		Programs & Projects	■□□	Work Plan	Planned	Planning Services
Develop a climate lens for decision-making		Policies, Guidelines & Standards	■□□	Work Plan	In progress	Planning Services
Compact, Complete Communities Actions						
Action	Specific CEEP Goal (If Applicable)	Action Type	Timeline	Cost	Status	Division
Tiny/Small Home Review	Goal 1 - Achieve energy efficiency and emissions reductions by creating compact, complete communities through infill developments, decreasing dwelling size through an increase in multi-family buildings, and increasing building type mix	Plans & Studies	■□□	Work Plan	In progress	Planning Services
Commercial Parking Standards Review	Goal 1	Policies, Guidelines & Standards	■□□	Work Plan	In progress	Planning Services
Lasalle Boulevard Corridor Study - Official Plan and Zoning By-law Amendment	Goal 1	Policies, Guidelines & Standards	■□□	Work Plan	In progress	Planning Services
Residential Parking Review	Goal 1	Policies, Guidelines & Standards	■□□	Work Plan	In progress	Planning Services
Official Plan Review Phase 2	Goal 1	Policies, Guidelines & Standards	■□□	Work Plan	In progress	Planning Services
Efficient Buildings Actions						
Action	Specific CEEP Goal (If Applicable)	Action Type	Timeline	Cost	Status	Division
Monitor local green building trends	Goal 2 - Periodically increase the energy efficiency of new buildings until all new buildings in 2030 onward are Passive House energy efficiency compliant.	Programs & Projects	■□□	Work Plan	Planned	Building Services
Education on Building Permit Requirements for Changes in Heat Source	Goal 2	Education & Outreach	■□□	Work Plan	Planned	Building Services
Develop a GSHC apartment building that meets Passive House standard.	Goal 2	Programs & Projects	■□□	\$\$\$	In progress	Housing Operations
Install regenerative elevators in one Greater Sudbury Housing Corporation building	Goal 3 - The existing building stock is retrofit for 50% increased energy efficiency by 2040 and large buildings are routinely recommissioned	Plans & Studies	■□□	\$	Not Yet Initiated	Housing Operations
Conversion to more energy efficient boilers in GSHC buildings	Goal 3	Programs & Projects	■□□	\$\$\$	Planned	Housing Operations
Implement optimization strategy of GSHC housing stock.	Goal 3	Procedures	■□□	\$	Planned	Housing Operations
Feasibility Study on Community Efficiency Financing	Goal 3	Plans & Studies	■□□	\$	Not Yet Initiated	Planning Services
Conduct an energy audit for the older section of Pioneer Manor identified for bed redevelopment	Goal 4 - Achieve net-zero emissions in City buildings by 2040.	Plans & Studies	■□□	\$	Not Yet Initiated	Long-term Care Services
Continue to undertake energy retrofits as required at Pioneer Manor	Goal 4	Programs & Projects	□■■	\$\$	Not Yet Initiated	Long-term Care Services
Conduct infrared scan of roof at Pioneer Manor	Goal 4	Plans & Studies	■□□	\$	Not Yet Initiated	Long-term Care Services
Bed redevelopment at Pioneer Manor	Goal 4	Programs & Projects	□■□	\$\$\$	Not Yet Initiated	Long-term Care Services
Assess efficacy of energy efficient technology for arenas	Goal 4	Procedures	■□□	\$\$	In progress (2 arenas); others in	Leisure Services
Assess efficacy of laser system for standard ice thickness	Goal 4	Procedures	Recurring	Work Plan	In progress	Leisure Services
Use of building automation	Goal 4	Programs & Projects	□□■	\$	Not Yet Initiated	Assets & Fleet Services

Water, wastewater, and solid waste						
Action	Specific CEEP Goal (If Applicable)	Action Type	Timeline	Cost	Status	Division
Finalize Water/Wastewater Assessment Management Plan	Goal 5 - Decrease energy use in the potable water treatment and distribution system by up to 60% by 2050.	Plans & Studies	■□□	Work Plan	In progress	Infrastructure Capital Planning
Apply energy-efficiency lens for routine equipment maintenance and replacement	Goal 5	Policies, Guidelines & Standards	Recurring	Work Plan to \$	In progress	Water/Wastewater
Develop Best Operating Practices/Best Operating Guidelines (Operational Excellence)	Goal 5	Policies, Guidelines & Standards	Recurring	Work Plan	Ongoing	Water/Wastewater
Conduct a full capital needs assessment for the Valley.	Goal 5	Plans & Studies	■□□	\$\$\$	In progress	Infrastructure Capital Planning
Inflow & Infiltration Reduction Plan	Goal 5	Plans & Studies	Recurring	\$\$\$	In progress	Infrastructure Capital Planning
Mobile District Metered Area Testing	Goal 5	Plans & Studies	■□□	\$	In progress	Infrastructure Capital Planning
Anaerobic Digester System - On-going Review	Goal 6 - Achieve 90% solid waste diversion by 2050. An organics and biosolids anaerobic digestion facility is operational by 2030.	Plans & Studies; Partnerships & Engagement	■□□	to be determined	In progress	Environmental Services
Develop a single-use plastics strategy, especially relating to water (e.g., straws, bottled water)	Goal 6	Policies, Guidelines & Standards	□■□	Work Plan (in part)	In progress	Environmental Services
Feasibility study for a small biodigester in the Valley (might be initiated by Environmental Services).	Goal 6	Plans & Studies	□■□	\$	Not Yet Initiated	Infrastructure Capital Planning
Low-carbon Transportation Actions						
Action	Specific CEEP Goal (If Applicable)	Action Type	Timeline	Cost	Status	Division
Transit Technology Improvements	Goal 7 - Enhance transit service to increase transit mode share to 25% by 2050.	Programs & Projects	Recurring	\$\$\$	Planned	Transit Services
Major Mobility Hub Infrastructure Improvements	Goal 7	Plans & Studies	Recurring	\$\$\$	Not Yet Initiated	Transit Services
Paris-Notre Dame Bikeway Construction	Goal 8 - Achieve 35% active mobility transportation mode share by 2050.	Programs & Projects	Recurring	\$\$\$	In progress	Infrastructure Capital Planning
Annual Active Transportation Infrastructure Improvements	Goal 8	Programs & Projects	Recurring	\$\$\$	In progress	Infrastructure Capital Planning
Traffic Signal System Renewal	Goal 8	Programs & Projects	Recurring	\$\$\$	In progress	Infrastructure Capital Planning
LED Streetlight Conversion	Goal 8	Programs & Projects	■□□	\$\$\$	In progress	Assets and Fleets Services
Electric Vehicle Procurement	Goal 9 - Electrify 100% of transit and city fleet by 2035.	Programs & Projects	■□□	Work Plan	Not Yet Initiated	Assets & Fleet Services
Drone Pilot Program	Goal 9	Programs & Projects	■□□	\$	Planned	Planning Services
Plan to Electricity Transit Fleet by 2035	Goal 9	Plans & Studies	■□□	\$\$	Not Yet Initiated	Transit Services
Local Clean Energy Generation Actions						
Action	Specific CEEP Goal (If Applicable)	Action Type	Timeline	Cost	Status	Division
Expand district energy	Goal 15 - Expand the downtown district energy system to 23 MW capacity.	Programs & Projects	□□■	\$	Not Yet Initiated	Assets & Fleet Services
Assess the potential to expand landfill gas collection to Azilda and Hanmer landfill sites		Plans & Studies; Partnerships & Engagement	□■□	\$	Not Yet Initiated	Environmental Services
Low-carbon Energy Procurement						
Action	Specific CEEP Goal (If Applicable)	Action Type	Timeline	Cost	Status	Division
Develop a green procurement strategy/plan (includes part of Goal 17)	Goal 17: Procure 100% of community-wide grid electricity and 75% of natural gas demand from renewable sources by 2050.	Policies, Guidelines & Standards	■□□	Work Plan	Planned	Purchasing Section
Carbon sequestration						
Action	Specific CEEP Goal (If Applicable)	Action Type	Timeline	Cost	Status	Division
Develop a Regreening Master Plan	Goal 18: Increase the reforestation efforts of the Regreening Program	Plans & Studies	□■□	Work Plan	Not yet initiated	Planning Services
Enhance carbon sequestration through soil creation		Plans & Studies; Partnerships & Engagement	□■□	to be determined	Not yet initiated	Environmental Services

CEEP FOUNDATIONAL ACTIONS

Action Summary

ACTION: Develop a framework for collaborative implementation

ACTION TYPE: Partnerships & Engagement

LEAD DIVISION: Planning Services

ACTION TIMELINE: Short Term

COST: Work Plan – cost and staff capacity accounted for through annual Work Plan and operating budgets.

STATUS: In Progress

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable): N/A

MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable): N/A

ACTION DESCRIPTION: Develop a framework for collaborative implementation of the CEEP that allows collaboration not only between municipal divisions but also with a variety of local stakeholders, including residents. Action includes development of a CEEP Communications Plan to provide direction for community education and outreach.

CHALLENGES: Requires acceptance by all parties to be successful.

KEY ANTICIPATED RESULTS: Increased internal and external stakeholder collaboration in the implementation of the CEEP will aid in reaching the targets.

Action Summary

ACTION: Develop a tool for tracking and reporting GHGs

ACTION TYPE: Programs and Projects

LEAD DIVISION: Planning Services

ACTION TIMELINE: Short Term

COST: Work Plan – cost and staff capacity accounted for through annual Work Plan and operating budgets.

STATUS: Planned

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable): N/A

MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable): N/A

ACTION DESCRIPTION: Develop a tool to track and report progress on the implementation of the CEEP. Successful implementation of the CEEP will depend on the ability to accurately track, assess and report on changes in energy use in various sectors through metering or fuel sales. GHG emissions in turn are estimated from the energy use based on modeling. All of the actions initiated to meet one of more goals of the CEEP are expected to lead to either energy reductions or GHG reductions, often both.

CHALLENGES: While the status of all CEEP actions can be monitored and reported, not all actions will lead to direct and measurable energy and GHG emission reductions.

KEY ANTICIPATED RESULTS: By monitoring the progress of the CEEP actions, delays and issues can be recognized and assessed in a timely manner so that changes may be made to adapt and find solutions to problems that arise.

Action Summary

ACTION: Develop a climate lens for decision-making

ACTION TYPE: Policies, Guidelines, and Standards

LEAD DIVISION: Planning Services

ACTION TIMELINE: Short Term

COST: Work Plan – cost and staff capacity accounted for through annual Work Plan and operating budgets.

STATUS: In Progress

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable): N/A

MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable): N/A

ACTION DESCRIPTION: Develop a Climate Lens for consideration of GHG emissions and energy use in decisions made by staff and City Council.

CHALLENGES: None noted.

KEY ANTICIPATED RESULTS: Decision-making that inherently considers the effects on GHG emissions and energy use will create an organizational culture that increasingly recognizes the CEEP targets, accepts the CEEP mandate and encourages the implementation of the CEEP.

STRATEGY SECTOR # 1

Compact, Complete Communities

Action Summary

ACTION: Tiny/small home review

ACTION TYPE: Plans and Studies

LEAD DIVISION: Planning Services

ACTION TIMELINE: Short Term

COST: Work Plan – cost and staff capacity accounted for through annual Work Plan and operating budgets.

STATUS: In Progress

ANTICIPATED YEAR OF BUSINESS CASE: N/A

MEASURABLE ENERGY/GHG REDUCTION TARGET: N/A. Anticipated indirect reductions as a result of intensification of development and smaller building.

ACTION DESCRIPTION: Review provides a scan of best practices for enabling the development of small and tiny homes and other alternative forms of housing. Action items are proposed to build on current policy framework and further enable the development of small homes and alternative forms of housing to assist in improving the diversity of housing stock in terms of form and affordability.

CHALLENGES: A policy framework and provision of incentives can encourage the development of small and tiny homes, but development will depend upon a variety of factors including overall cost of development and demand for various housing products.

KEY ANTICIPATED RESULTS: The development of affordable housing that is transit-oriented and the intensification of development in locations that maximizes the use of existing infrastructure.

Action Summary

ACTION: Commercial parking standards review

ACTION TYPE: Policies, Guidelines, and Standards

LEAD DIVISION: Planning Services

ACTION TIMELINE: Short Term

COST: Work Plan – cost and staff capacity accounted for through annual Work Plan and operating budgets.

STATUS: In Progress

ANTICIPATED YEAR OF BUSINESS CASE: N/A

MEASURABLE ENERGY/GHG REDUCTION TARGET: N/A. Expected indirect reductions as a result of reduced personal vehicle use and increased use of transit.

ACTION DESCRIPTION: The review recommended implementation of reductions to the City's current commercial parking standards as per the Zoning By-law 2010-100Z. Specifically, reductions would apply to GOVA routes 1 and 2, where bicycle parking or bus lay-by is provided or based on the findings of a parking study. Reductions also proposed for retail stores, restaurants, convenience stores, personal service shops and shopping centres.

CHALLENGES: Reductions in parking will be realized as new development occurs.

KEY ANTICIPATED RESULTS: A reduction in commercial parking standards would lead to less land being required for urban development and support the transit action plan, thereby supporting the aim of the CEEP.

Action Summary

ACTION: LaSalle Boulevard Corridor Study - Official Plan and Zoning By-law Amendment

ACTION TYPE: Policies, Guidelines, and Standards

LEAD DIVISION: Planning Services

ACTION TIMELINE: Short Term

COST: Work Plan – cost and staff capacity accounted for through annual Work Plan and operating budgets.

STATUS: In Progress

ANTICIPATED YEAR OF BUSINESS CASE: N/A

MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable): Increase active transportation, and use of public transit.

ACTION DESCRIPTION: The Official Plan Amendment introduces new land use designations for “Secondary Community Nodes” and “Regional Corridors” where transit supportive densities and mixed-use development are encouraged. The proposed Zoning Bylaw Amendment includes up-zoning of most of LaSalle Boulevard to C2 (General Commercial) and establishing a build-to line from the right-of-way to create a more pedestrian friendly environment.

CHALLENGES: Resulting change in the built environment will be incremental and take a number of years to see transformation along the LaSalle Corridor.

KEY ANTICIPATED RESULTS: New development along LaSalle Corridor will have a more consistent streetscape that is pedestrian friendly, and have a density and mix of uses that is transit supportive. The amendments will help guide investment and intensification to key nodes and corridors within the City.

Action Summary

ACTION: Residential parking review

ACTION TYPE: Policies, Guidelines, and Standards

LEAD DIVISION: Planning Services

ACTION TIMELINE: Short Term

COST: Work Plan – cost and staff capacity accounted for through annual Work Plan and operating budgets.

STATUS: In Progress

ANTICIPATED YEAR OF BUSINESS CASE: N/A

MEASURABLE ENERGY/GHG REDUCTION TARGET: N/A. Expected indirect reductions resulting from reduced personal vehicle use and increased use of transit.

ACTION DESCRIPTION: Review of residential parking standards in Zoning By-law 2010-100Z to ensure consistency with City Council's vision of a sustainable transportation system. Municipal best practice review revealed opportunities that warrant further study, including front yard parking requirements, tandem parking, and parking associated with long-term care uses.

CHALLENGES: Reductions in parking realized as new development occurs.

KEY ANTICIPATED RESULTS: Implementation of changes to residential parking standards could lead to less land being required for urban development and encourage transit-supportive densities, thereby supporting the aims of the CEEP.

Action Summary

ACTION: Official Plan Review Phase 2

ACTION TYPE: Policies, Guidelines, and Standards

LEAD DIVISION: Planning Services

ACTION TIMELINE: Short Term

COST: Work Plan – cost and staff capacity accounted for through annual Work Plan and operating budgets.

STATUS: In Progress

ANTICIPATED YEAR OF BUSINESS CASE: N/A

MEASURABLE ENERGY/GHG REDUCTION TARGET: N/A. Expected indirect reductions resulting from reduced traffic, increased active transportation and efficient use of water/wastewater infrastructure.

ACTION DESCRIPTION: Phase 2 of the Official Plan Review considers land-use planning recommendations of the Transportation Master Plan (TMP); the Water/Wastewater Master Plan (WWMP), and any land-use policy changes from the report entitled '*From the Ground Up 2015-2025*.' The amendment will introduce new active transportation policies and ensure that monitoring and allocation of water and wastewater capacity is consistent with the WWMP.

CHALLENGES: Reductions in GHG emissions will be indirect and dependent on the public use of active transportation options.

KEY ANTICIPATED RESULTS: Active transportation and transit-related policies anticipated to help the City improve air quality, reduce GHG emissions, reduce traffic congestion, increase mobility and contribute to a healthy community. The water/wastewater policies aim to achieve efficient use of infrastructure while ensuring sufficient capacity to accommodate development.

STRATEGY SECTOR # 2

Efficient Buildings

Action Summary

ACTION: Monitor local green building trends

ACTION TYPE: Programs and Projects

LEAD DIVISION: Building Services

ACTION TIMELINE: Short Term

COST: Work Plan – cost and staff capacity accounted for through annual Work Plan and operating budgets.

STATUS: Not Yet Initiated

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION: N/A

MEASURABLE ENERGY/GHG REDUCTION TARGET: N/A

ACTION DESCRIPTION: Developing a way to set Key Indicators for monitoring uptake on climate initiatives established by the Municipality or the Province.

CHALLENGES: Current technology used to extract the data to provide Key Indicators in order to measure the success of the project has limited capabilities. The launch of the Land Management Information System (LMIS) will assist greatly with this work.

KEY ANTICIPATED RESULTS: Provides Council with an understanding of how the community is responding to CEEP goals in line with Council's strategic goals.

Action Summary

ACTION: Education on permit requirements for heat source changes

ACTION TYPE: Education and Outreach

LEAD DIVISION: Building Services

ACTION TIMELINE: Short Term

COST: Low Cost

STATUS: Not Yet Initiated

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION: N/A

MEASURABLE ENERGY/GHG REDUCTION TARGET: N/A

ACTION DESCRIPTION: This education and outreach will be initially delivered to DLAC (Development Liaison Advisory Committee) for initial education on the requirements for building permits when changing from one heat source to another. Education material will be developed with input from DLAC and subsequently outreach to stakeholders and the public.

CHALLENGES: Education and outreach will be instrumental in incentive programs to convey the benefits of obtaining a building permit for the health and safety of the occupants.

Current technology that is used to extract the data to provide Key Indicators in order to measure the success of the project is outdated. The launch of the Land Management Information System will assist greatly with this work.

KEY ANTICIPATED RESULTS: The change to a heat source with greater energy efficiency will promote reduced costs and greater comfort for the health and safety of the occupants.

Provides Council with an understanding of how the community is responding to CEEP goals in line with Council's strategic goals.

Action Summary

ACTION: Develop the first newly built Greater Sudbury Housing Corporation apartment building that meets Passive House standards

ACTION TYPE: Programs and Projects

LEAD DIVISION: Housing Operations

ACTION TIMELINE: Short Term

COST: High Cost

STATUS: In Progress

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable): Approved

MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable): N/A

ACTION DESCRIPTION: Build an approximately 14 unit Passive Built affordable housing building at 1310 Sparks Street, Sudbury. Near Net Zero will be a consideration for the architect during the design phase to further increase sustainability and eligibility for FCM grant funding.

CHALLENGES: The revitalization program is underway with the redevelopment of 1310 Sparks street and is dependent on the results of the community engagement process and rezoning. The results of both the architectural design and construction tenders have cost related risks that could impact forward progression of the project.

KEY ANTICIPATED RESULTS: New Passive built affordable housing project that marks the beginning of the Greater Sudbury Housing Corporation Revitalization plan will be completed in 2022.

Action Summary

ACTION: Install regenerative elevators in one Greater Sudbury Housing Corporation building

ACTION TYPE: Plans and Studies

LEAD DIVISION: Housing Operations

ACTION TIMELINE: Short Term

COST: Low Cost

STATUS: Not Yet Initiated

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable): 2022

MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable): N/A

ACTION DESCRIPTION: Engage the elevator consultant to engage in an industry study of regenerative elevator technology, options and viability.

CHALLENGES: Initial discussion with Elevator consultant and elevator Installation Company both suggest the technology has not matured and that it may not be appropriate for use at this time.

KEY ANTICIPATED RESULTS: A research report which provides the information necessary to make an informed decision regarding the technology.

Action Summary

ACTION: Conversion to energy-efficient boilers in Greater Sudbury Housing Corporation buildings

ACTION TYPE: Programs and Projects

LEAD DIVISION: Housing Operations

ACTION TIMELINE: Short Term

COST: High Cost

STATUS: Planned

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable): 2021

MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable): The natural gas savings will be approximately 30,000 m³ and reduction of GHG emissions approximately 60,000 ek_gCO₂.

ACTION DESCRIPTION: Removal and replacement of an old boiler system for heat and hot water at 1920 Paris Greater Sudbury Housing Corporation high rise. Current system is beyond end-of-life, not energy efficient and at risk of failure.

CHALLENGES: Heating systems should be replaced shortly after heating season ends and thus funding commitment as soon as possible is required to ensure adequate time for tendering and lead time for parts supply. The organization cannot take the risk of a heating system going to failure in a housing building.

KEY ANTICIPATED RESULTS: Reliable heat and hot water for vulnerable tenants in a community housing building. Significant increase in energy efficiency and GHG emissions reductions.

Action Summary

ACTION: Implement optimization strategy of Greater Sudbury Housing Corporation housing stock

ACTION TYPE: Procedures

LEAD DIVISION: Housing Operations

ACTION TIMELINE: Short Term

COST: Low Cost

STATUS: Planned

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable): 2022

MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable): N/A

ACTION DESCRIPTION: Modernization and GHG emissions reductions for the GSHC includes disposal of ill-suited housing units that are inefficient and don't support the demand of the housing waitlist. The current procedure is to work with what the current GSHC housing infrastructure. The goal is to action a "change in procedure" and sell single family dwellings or duplex dwellings that don't support the modernization of the portfolio.

CHALLENGES: Gaining approval to action the sale of the houses. Disposal of the units strategically to gain the greatest capital value.

KEY ANTICIPATED RESULTS: Disposal of multiple single and duplex homes will provide the capital needed to be eligible for grant funds from higher orders of government. The housing portfolio will transition towards Net Zero buildings over the subsequent years.

Action Summary

ACTION: Feasibility study for community efficiency financing

ACTION TYPE: Plans and Studies

LEAD DIVISION: Planning Services

ACTION TIMELINE: Short Term

COST: Low Cost

STATUS: In Progress

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable): N/A

MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable): N/A

ACTION DESCRIPTION: Perform a feasibility study to assess building retrofit programs for Greater Sudbury. Community Efficiency Financing (CEF) within the community will be an essential step towards the goal of becoming a net-zero emissions community by 2050. The study will help identify common barriers and evaluate which type of building retrofit or CEF program may be best suited for Greater Sudbury.

CHALLENGES: Action is dependent on approval of funding application submitted to Federation of Canadian Municipalities in October, 2020.

KEY ANTICIPATED RESULTS: The forecasted environmental benefits of a CEF program, with a starting participation of 20 households, will include a reduction of 21 tCO₂e/yr as well as a reduction of 744 GJ/yr. Education and outreach during the pilot project will raise public awareness of the net-zero goal and the benefits of retrofitting. The Feasibility Study will provide more details on the types of programs that would have higher impact on GHG reduction than others as well as the target number of participants for a pilot project.

Action Summary

ACTION: Conduct an energy audit for the older section of Pioneer Manor

ACTION TYPE: Plans and Studies

LEAD DIVISION: Long-Term Care Services

ACTION TIMELINE: Short Term

COST: Low Cost

STATUS: Not Yet Initiated

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION: 2022

MEASURABLE ENERGY/GHG REDUCTION TARGET: Audit will guide future energy upgrades to improve energy efficiency.

ACTION DESCRIPTION: Conduct energy audit of the older section within Pioneer Manor that current holds 149 beds built in 1972 to be used in future capital business cases.

CHALLENGES: Business case for Capital Bed Redevelopment has been submitted for consideration in the 2021 budget and if approved an energy audit will not be required in the older section that will become vacant space upon completion.

KEY ANTICIPATED RESULTS: The energy audit will help prioritize future capital projects for Pioneer Manor.

Action Summary

ACTION: Continue to undertake energy retrofits as required at Pioneer Manor

ACTION TYPE: Programs and projects

LEAD DIVISION: Long-Term Care Services

ACTION TIMELINE: Medium Term

COST: Medium Cost

STATUS: Not Yet Initiated

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION: 2023

MEASURABLE ENERGY/GHG REDUCTION TARGET: Only projects identified during energy audit will be brought forward for consideration

ACTION DESCRIPTION: Once energy audit is completed, the analysis will help prioritize future energy retrofits.

CHALLENGES: Must complete an energy audit.

KEY ANTICIPATED RESULTS: The development of an energy retrofit plan, to support future capital prioritizations during the budget process.

Action Summary

ACTION: Conduct an infrared scan of roof at Pioneer Manor

ACTION TYPE: Plans and Studies

LEAD DIVISION: Long-Term Care Services

ACTION TIMELINE: Short Term

COST: Low Cost

STATUS: Not Yet Initiated

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION: 2022

MEASURABLE ENERGY/GHG REDUCTION TARGET: The roof scan will guide future areas for replacement to improve the Homes energy efficiency.

ACTION DESCRIPTION: Obtain quotes from suppliers estimated at \$15,000 and will be funded through Ministry of Long-Term Care (MOLTC) Capital Funding.

CHALLENGES: None anticipated.

KEY ANTICIPATED RESULTS: The analysis will help support the development of future capital prioritizations.

Action Summary

ACTION: Bed redevelopment at Pioneer Manor

ACTION TYPE: Programs & Projects

LEAD DIVISION: Long-Term Care Services

ACTION TIMELINE: Medium Term

COST: High Cost

STATUS: Not Yet Initiated (Initial architectural drawings completed)

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION: 2021 Budget

MEASURABLE ENERGY/GHG REDUCTION TARGET: The old section of Pioneer Manor was built in 1972 and is heated with electric baseboard, has older windows, low insulation and no air conditioning in the resident rooms. The 149 beds located in this area are eligible for provincial funding for capital bed redevelopment, which will be built to a newer and more energy efficient building standard.

ACTION DESCRIPTION: Business submitted for consideration in the 2021 budget.

CHALLENGES: Significant capital investment required.

KEY ANTICIPATED RESULTS: Build a new energy efficient wing attached to Pioneer Manor repurpose the vacated space for alternative usage.

Action Summary

ACTION: Assess efficacy of energy-efficient technology for arenas

ACTION TYPE: Procedures

LEAD DIVISION: Leisure Services

ACTION TIMELINE: Short Term

COST: Medium Cost

STATUS: In Progress for two arenas, Sudbury Arena and Countryside Arena. Other arenas in planning.

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable): resubmitting for 2021 budget.

MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable): Varies by arena. Countryside will experience higher savings as that arena operates year-round.

ACTION DESCRIPTION: Current action to install the technology (energy efficient floating head pressure) at Sudbury Arena and Countryside Arena will be completed by mid-2021. Other arenas will proceed if capital budget is approved in the 2021 budget cycle.

CHALLENGES: None identified at this time. Technology is proven and effective. Our arena plants would support this new technology.

KEY ANTICIPATED RESULTS: Installation of floating head pressure control logic with capable remote access. By floating the head pressure in the colder months, the system will operate more efficiently and cost less to operate. Floating the head pressure requires less amperage draw on the compressor motors to have the same efficiency, which results in a decrease in kWh consumed.

Action Summary

ACTION: Assess efficacy of laser system for standard ice thickness

ACTION TYPE: Procedures

LEAD DIVISION: Leisure Services

ACTION TIMELINE: Recurring

COST: Work Plan – cost and staff capacity accounted for through annual Work Plan and operating budgets.

STATUS: In Progress

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable): N/A

MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable): Preliminary analysis states that reducing the thickness of ice by even half an inch, reducing plant operations by 10% to 15%.

ACTION DESCRIPTION: Each year when replacing older ice resurfacers, the new ice resurfacer will be equipped with a laser level system and placed in the busiest arenas first.

CHALLENGES: None identified.

KEY ANTICIPATED RESULTS: Yearly energy savings will be achieved at arenas with the laser system as ice thickness will be reduced and maintained.

Action Summary

ACTION: Use of building automation

ACTION TYPE: Programs and Projects

LEAD DIVISION: Asset & Fleet Services

ACTION TIMELINE: Long Term

COST: Low Cost

STATUS: Not Yet Initiated

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable): 2025

MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable): Use of remote monitoring and automated control of high-energy-use appliances such as HVAC will have a measurable impact on energy consumption.

ACTION DESCRIPTION: The centralized maintenance function continues to utilize and seeks to expand utilization of building automation technology in order to reduce energy use via travel time reductions and pre-set adjustments to HVAC equipment and other appliances.

CHALLENGES: To incorporate the many buildings and systems into one main centralized building automation function.

KEY ANTICIPATED RESULTS: It would be expected that the use of district energy for heating and cooling would result in competitive energy costs, environmental efficiency, lower capital costs, and reliable service as a result of designed redundancies.

STRATEGY SECTOR # 3

Water, Wastewater, and Solid Waste

Action Summary

ACTION: Finalize Water/Wastewater Assessment Management Plan

ACTION TYPE: Plans and Studies

LEAD DIVISION: Infrastructure Capital Planning

ACTION TIMELINE: Short Term

COST: Work Plan – cost and staff capacity accounted for through annual Work Plan and operating budgets.

STATUS: In Progress

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION: N/A

MEASURABLE ENERGY/GHG REDUCTION TARGET: N/A

ACTION DESCRIPTION: Finalize the Water/Wastewater Asset Management Plan which is used to identify and prioritize capital projects funded under the water rate.

CHALLENGES: The work required to complete the plan is heavily influenced by existing pressures on the capital budget and the significant number of water and wastewater treatment facilities included in the Asset Management Plan .

KEY ANTICIPATED RESULTS: To be determined.

Action Summary

ACTION: Apply an energy-efficiency lens for routine equipment maintenance and replacement

ACTION TYPE: Policies, Guidelines, and Standards

LEAD DIVISION: Water/Wastewater Treatment and Compliance

ACTION TIMELINE: Recurring

COST: Low Cost (Maintenance and “like-for-like” replacements are covered under existing budgets, with additional costs for implementing energy efficient options).

STATUS: In Progress

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION: N/A. Process ongoing as part of regular operations and maintenance activities.

MEASURABLE ENERGY/GHG REDUCTION TARGET: N/A. Energy & GHG reductions are dependent on the equipment which is repaired/replaced on an ongoing basis.

ACTION DESCRIPTION: As part of normal facility operations, energy intensive processes involving pumps, blowers and compressors require end of life replacements, upgrades or significant repairs. Performing this work provides the opportunity to install more efficient motors, eliminate energy intensive processes (e.g., compressed air powered pumps), repair broken infrastructure (e.g., aeration systems) or investigate more efficient control systems (e.g., variable frequency drives, etc.).

CHALLENGES: Equipment replacements must operate correctly as part of a larger process, integrate into existing Supervisory Control & Data Acquisition (SCADA) systems and fit inside existing building envelopes.

KEY ANTICIPATED RESULTS: Measured reductions in electricity consumption at facilities where air lift pumps are removed, blowers/pumps are replaced or significant process repairs are completed.

Action Summary

ACTION: Develop best operating practices/best operation guidelines

ACTION TYPE: Policies, Guidelines, and Standards

LEAD DIVISION: Water/Wastewater Treatment and Compliance

ACTION TIMELINE: Recurring

COST: Work Plan – cost and staff capacity accounted for through annual Work Plan and operating budgets.

STATUS: In Progress

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION: N/A

MEASURABLE ENERGY/GHG REDUCTION TARGET: N/A

ACTION DESCRIPTION: Ensure that a training program is in place to provide all operators with a common, consistent understanding of energy conservation and process optimization. This will require the updating of existing SOPs, Operating Manuals and reference documentation along with the development of additional resources and procedures.

CHALLENGES: The planned work requires involvement from senior operators, which can result in staffing issues.

KEY ANTICIPATED RESULTS: Increased operational efficiency and regulatory compliance through the consistent operation of all Wastewater Treatment Facilities.

Action Summary

ACTION: Conduct a full capital needs assessment for the Valley

ACTION TYPE: Plans and Studies

LEAD DIVISION: Infrastructure Capital Planning

ACTION TIMELINE: Short Term

COST: High Cost

STATUS: In Progress

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION: Project has already been approved as part of the overall Asset Management Plan.

MEASURABLE ENERGY/GHG REDUCTION TARGET: To be determined based on the findings of the study.

ACTION DESCRIPTION: The Valley East Wastewater Treatment Plant (WWTP) is undergoing a complete assessment of the facility and process as part of the Asset Management Plan. The purpose of this assessment is to replace assets that are at end of life, resolve outstanding safety issues and identify potential operational & process improvements.

CHALLENGES: Any process changes must be approved through the Ministry of Environment, Conservation & Parks. Any equipment installed or replaced at the facility must integrate with the existing process, SCADA systems and fit within the space available.

KEY ANTICIPATED RESULTS: The study will identify equipment that needs to be replaced and the available options to maintain regulatory compliance while reducing electricity consumption. A separate project will be initiated to implement the recommendations.

Action Summary

ACTION: Inflow and infiltration reduction

ACTION TYPE: Plans and Studies

LEAD DIVISION: Infrastructure Capital Planning

ACTION TIMELINE: Recurring (Fall 2019 – 2025)

COST: High Cost

STATUS: In Progress

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION: N/A

MEASURABLE ENERGY/GHG REDUCTION TARGET: varies based on location

ACTION DESCRIPTION: Identifying where rain water and ground water enters municipal sanitary collection system and documenting recommended repairs. Repairs will include repairs to City infrastructure as well as areas where private premises are contributing to the problem.

CHALLENGES: Some locations will require that private individuals disconnect sump pumps and weeping tiles from the sanitary sewer system. It will be resource intensive to navigate with many private residents where to put that water without creating other problems (i.e., road and sidewalk icing).

KEY ANTICIPATED RESULTS: Once the infrastructure repairs are complete, less wastewater will need to be pumped at City plants, which will reduce chemical and energy use leading to lower GHG emissions. It will also reduce the size and therefore cost and overall environmental footprint of future plant and pump house requirements, and reduce the risk to our community and environment by having less environmental releases and sewer backups.

Action Summary

ACTION: Mobile District Metered Area (DMA) testing

ACTION TYPE: Plans and Studies

LEAD DIVISION: Infrastructure Capital Planning

ACTION TIMELINE: Short Term (Fall 2020-Spring 2021)

COST: Low Cost

STATUS: In Progress

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable): N/A

MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable): 1.35 tonnes CO2/year

ACTION DESCRIPTION: Mobile DMA testing allows City to establish the minimum nighttime water demands in a neighbourhood, as well as finding any excess flows that may be occurring as a result of leaks in the water distribution system. This study has selected 6 neighbourhoods to explore.

CHALLENGES: Once leaks are located, additional work is required to pinpoint and repair the leaks. This work may require further resources as it may be more time consuming than City has the ability to absorb operationally.

KEY ANTICIPATED RESULTS: Leakage reduction in the amount of 4L/s or an operational cost savings (chemicals and energy) of \$40,000-\$100,000 per year plus CO2 reduction once leaks are repaired.

Action Summary

ACTION: Anaerobic digester system: on-going review

ACTION TYPE: Plans & Studies and Partnerships & Engagement

LEAD DIVISION: Environmental Services and/or Greater Sudbury Utilities

ACTION TIMELINE: Short Term

COST: To be determined

STATUS: In Progress

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable): 2022

MEASURABLE ENERGY/GHG REDUCTION TARGET: To be determined.

ACTION DESCRIPTION: Greater Sudbury Utilities in collaboration with City staff initiated discussion in 2017 and conducted a feasibility study in 2018. The key project drivers and objectives were to focus on proven technologies, generate energy and revenue, build processing capacity for Sudbury's waste diversion efforts, reduce greenhouse gas emissions and promote land reclamation. Although the project did not proceed in 2018, Greater Sudbury Utilities, along with staff are committed in updating project objectives along with a revised scope of work. The project will produce a "Living" document that will be updated as new opportunities develop or as the industry evolves.

CHALLENGES: Developing tonnage agreements with commercial haulers and surrounding communities for medium to large type system options and developing a system in the short term to replace the City's current organic processing system.

KEY ANTICIPATED RESULTS: The reduction in greenhouse gases and the development of an Anaerobic Digester system to meet the long-term processing requirements for the City.

Action Summary

ACTION: Develop a single-use plastics strategy

ACTION TYPE: Education & Outreach and Policies, Guidelines, and Standards

LEAD DIVISION: Environmental Services

ACTION TIMELINE: Medium Term

COST: Work Plan – cost and staff capacity accounted for through annual Work Plan and operating budgets. (The cost to cover the installation of water filling units/stations will be determined during the policy development process).

STATUS: In Progress

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION: To be determined.

MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable): N/A

ACTION DESCRIPTION: Environmental Services will support the Federal ban on single-use plastics in promoting alternatives options and will develop a policy in collaboration with municipal facilities to phase out the sale or use of water bottles in municipal facilities. The policy will support the use of municipal tap water and provide guidelines for water filling units/stations.

CHALLENGES: None noted

KEY ANTICIPATED RESULTS: The ban on certain single use plastics will improve the quality of processed recyclables, reduce litter in the environment and promote the City's tap water.

Action Summary

ACTION: Conduct a feasibility study for a small biodigester in the Valley

ACTION TYPE: Plans and Studies

LEAD DIVISION: Infrastructure Capital Planning

ACTION TIMELINE: Medium Term

COST: Low Cost

STATUS: Not Yet Initiated

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION: N/A

MEASURABLE ENERGY/GHG REDUCTION TARGET: N/A

ACTION DESCRIPTION: Conduct a study to determine the suitability of a bio-digester at the Valley East Wastewater Treatment Plant (WWTP) for energy production.

CHALLENGES: Sludge from all WWTPs in the City of Greater Sudbury is currently processed under a Public/Private Partnership with Walker Environmental at the Sudbury WWTP. The diversion of any material for use in another process would impact this agreement.

KEY ANTICIPATED RESULTS: To be determined.

STRATEGY SECTOR # 4

Low-carbon Transportation

Action Summary

ACTION: Transit technology improvements

ACTION TYPE: Programs & Projects

LEAD DIVISION: Transit Services

ACTION TIMELINE: Recurring

COST: High

STATUS: Planned

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable): A business case has been prepared for the 2021 Budget Deliberations to secure the Municipal portion of the project; Federal and Provincial funding secured.

MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable): Not yet determined

ACTION DESCRIPTION:

To support Goal 7 of the CEEP, various technology solutions will be implemented to improve operations and customer experience, which will make transit more attractive and result in increased ridership. To initiate the project, a comprehensive review of current technology will be completed to identify opportunities for improvement and challenges associated with implementation. An industry scan of best practices will be completed to support decisions for system upgrade/replacement/implementation. Analysis will directly support procurement of solutions that will revitalize outdated systems and provide more cost effective means to monitor performance, improve efficiency and service level delivery.

CHALLENGES: None yet identified

KEY ANTICIPATED RESULTS:

On-Demand technology, implemented in recent years throughout various municipalities, has proven to reduce the number of buses required to provide service and increases frequency and customer experience thereby increasing ridership and revenues. The Fare Box Collection System will be upgraded with Smart Card technology, which will also increase customer experience and also provide better data collection capabilities required to plan for service changes. The Fleet Management System will be upgraded, to more efficiently take stock of and manage costs associated with maintenance of the Transit Fleet. Customer Information technology and infrastructure, such as real-time information boards and monitors will improve customer experience and may also generate marketing revenues. Other minor improvements such as camera upgrades, software operating and planning modules will also be considered.

Action Summary

ACTION: Major mobility hub infrastructure improvements

ACTION TYPE: Plans and Studies followed by Infrastructure Improvement

LEAD DIVISION: Transit Services

ACTION TIMELINE: Recurring (January 2021 to March 2028)

COST: High Cost

STATUS: Not Yet Initiated

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable): N/A – Funding has been secured from Federal, Provincial and Municipal levels of Government.

MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable): Not yet determined

ACTION DESCRIPTION:

The overall scope of work is to confirm locations and improvements required for Major Mobility Hubs considered for the Downtown, New Sudbury and South End areas of the transit network, which aim to enhance operational efficiency and customer experience. The project will first consist of a detailed design and functional requirement review. Once presented to, and approved by Council, the project will continue into the construction phase.

CHALLENGES: As with any change, getting buy-in from Council, Residents, Businesses and Community Groups in each of these areas will be important; balancing all stakeholder needs could be a challenge if not managed properly through a good communication and engagement plan. There may also be land procurement requirements needed which are not funded under this envelope, however the goal is to partner with, or use existing City owned property.

KEY ANTICIPATED RESULTS:

This project will undertake the planning, design and then construction of the three Major Mobility Hubs (New Sudbury, Downtown, South End) required to support the new restructured transit system and future service needs. The capital cost of each Major Mobility Hub will vary according to local conditions and requirements, with estimates for the Downtown Mobility Hub being the largest based on passenger activity. Each hub design will consider links with active transportation (sidewalks, bike lanes, bike racks etc), security (proper lighting, cameras), charging stations for electric buses, and customer experience improvements (access to amenities, real-time service information, safe and convenient waiting platforms etc).

Action Summary

ACTION: Paris-Notre Dame bikeway construction

ACTION TYPE: Programs and Projects

LEAD DIVISION: Infrastructure Capital Planning

ACTION TIMELINE: Recurring (2020 – 2024)

COST: High Cost

STATUS: In Progress

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION: A construction phase will be submitted for capital budget prioritization in each of the years from 2021 to 2024 (inclusive). Click [here](#) for the Construction Phasing Plan approved by Council.

MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable): TBD – GHG reduction may be calculated based on number of trips completed by bicycle as a result of the construction of the bikeway.

ACTION DESCRIPTION: The Paris-Notre Dame Bikeway is planned to be a 9 km physically separated cycling facility on Paris Street and Notre Dame Avenue that will act as a spine to connect the City's cycling network from Regent Street in the south to Turner Avenue in the north end. Engineering design of the project was completed in early 2020 with construction of a 1.6 km segment from LaSalle Boulevard to Wilma Street also completed in 2020.

CHALLENGES: Capital construction costs are significant and each segment of the bikeway requires approval through the annual capital budget cycle. Only partially completing the bikeway would have a direct impact on the utility of the corridor as a transportation alternative to motorized vehicles.

KEY ANTICIPATED RESULTS: This action directly supports CEEP Goal 8, for the City to achieve a 35% active transportation mode share by 2050. When complete, the Bikeway will provide a viable, safe and efficient alternative for residents to choose to cycle for transportation and will likely play a significant role in increasing the modal split for people using active transportation to commute in Greater Sudbury.

Action Summary

ACTION: Annual active transportation infrastructure improvements

ACTION TYPE: Programs and Projects

LEAD DIVISION: Infrastructure Capital Planning

ACTION TIMELINE: Recurring

COST: High Cost

STATUS: In Progress

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION: N/A – There is an annual, dedicated capital budget commitment of \$750,000 towards constructing new cycling infrastructure and \$600,000 for new sidewalks. These funds are for standalone projects and do not include the facilities that are constructed as part of other rehabilitation projects.

MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable): TBD – GHG reduction may be calculated based on number of trips completed on foot or by bicycle as a result of active transportation infrastructure improvements.

ACTION DESCRIPTION: Annual funding for these programs is used for the design and construction of standalone projects for cycling infrastructure and sidewalks. The cycling infrastructure projects are selected based on the recommended cycling network in the 2016 Transportation Master Plan while sidewalk projects are chosen based on the highest ranking projects from the [Sidewalk Priority Index](#).

CHALLENGES: Capital projects are subject to the annual capital budget process and require approval to move forward to design and construction.

KEY ANTICIPATED RESULTS: This action directly supports CEEP Goal 8, for the City to achieve a 35% active transportation mode share by 2050. Ultimately, the City of Greater Sudbury aims to provide a safe, affordable, convenient, and reliable transportation network for all residents of Greater Sudbury, no matter their age, income, physical or cognitive ability, or how they choose to travel. The City recognizes that complete streets are achieved through a series of incremental improvements to the transportation network over time.

Action Summary

ACTION: Traffic signal system renewal

ACTION TYPE: Programs and Projects

LEAD DIVISION: Infrastructure Capital Planning

ACTION TIMELINE: Recurring

COST: High Cost

STATUS: In Progress

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION: The budget for the traffic signal system renewal project was approved during the 2019 budget process.

MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable): GHG reduction may be calculated based on decreased idling times and more efficiencies gained by a more optimized traffic signal system.

ACTION DESCRIPTION: This project would involve the procurement of a new traffic signal system and the replacement of all the traffic controllers and cabinets installed on the roadside. These upgrades will promote a more efficient traffic movement and reduce idling in the city. In addition, this project would replace the existing traffic signal priority system. The traffic signal priority system is currently used by Fire Services to provide green lights to vehicles responding to emergency situations. The Transit Action Plan has identified the need to implement a priority system to improve reliability for customers. This project will be implemented over a five year time frame with phasing closely matching the priority routes identified in the Transit Action Plan.

CHALLENGES: The scope is the challenge of this project. It involves a complete overhaul of traffic signal equipment and upgrading to a new traffic management system.

KEY ANTICIPATED RESULTS: When complete, the upgraded traffic signal system will provide a more efficient system for road users. In addition, the new system will be able to accommodate new and emerging technologies to continue optimizing traffic flow. The upgrades to the traffic signal priority system will help transit services maintain schedules, optimize routes and reduce delays.

Action Summary

ACTION: LED streetlight conversion

ACTION TYPE: Programs and Projects

LEAD DIVISION: Assets & Fleet Services

ACTION TIMELINE: Short Term (by first quarter 2021)

COST: High Cost

STATUS: In Progress (84% complete)

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable): NA

MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable): 7,399,527 kWh in energy savings

ACTION DESCRIPTION: Conversion of 10799 street light from High Pressure Sodium to LED. This action will reduce energy consumption and GHG emissions and may encourage greater active transportation due to brighter lighting.

CHALLENGES: None noted

KEY ANTICIPATED RESULTS:

1. Reduced energy consumption by 7,399,527 kWh or 61% reduction
2. Monetary savings of approximately \$1.0 Million or 40% savings

Action Summary

ACTION: Electric vehicle procurement

ACTION TYPE: Programs and Projects

LEAD DIVISION: Assets and Fleet Services

ACTION TIMELINE: Short Term

COST: Low Cost

STATUS: Not Yet Initiated

ANTICIPATED YEAR OF BUDGET SUBMISSION: 2021

MEASURABLE ENERGY/GHG REDUCTION TARGET: Intended to be direct energy/GHG reductions. The level of which is dependent on the models of vehicles being replaced.

ACTION DESCRIPTION: Replace existing conventional gasoline powered vehicles with electric vehicles.

CHALLENGES: Ensuring the electric vehicle fits the service delivery model.

KEY ANTICIPATED RESULTS: Electric vehicles would be expected to reduce energy use and overall maintenance costs.

Action Summary

ACTION: Drone Pilot Program

ACTION TYPE: Programs and Projects

LEAD DIVISION: Planning Services

ACTION TIMELINE: Short Term

COST: Work Plan – cost and staff capacity accounted for through annual Work Plan and operating budgets.

STATUS: Planned

ANTICIPATED YEAR OF BUSINESS CASE: N/A

MEASURABLE ENERGY/GHG REDUCTION TARGET: If successful this project would replace the flying of commercial aircraft two days per year with battery operated drones.

ACTION DESCRIPTION: The Drone Pilot Program will utilize CGS drones to annually monitor and photograph the City's cemeteries and landfills.

CHALLENGES: The pilot program will establish whether the information captured by the drone will be comparable to the fly-over method and therefore be a viable long-term alternative.

KEY ANTICIPATED RESULTS: If successful, the use of CGS-owned drones will partially eliminate the need for fuel-propelled aircraft for monitoring purposes.

Action Summary

ACTION: Plan to electrify transit fleet by 2035

ACTION TYPE: Plans and Studies

LEAD DIVISION: Transit Services

ACTION TIMELINE: Short Term

COST: Medium Cost

STATUS: Not Yet Initiated

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable): Business case has been prepared for 2021 Budget Deliberations

MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable): Unknown at this time

ACTION DESCRIPTION: To support Goal 9 of the CEEP, this project aims to prepare a long-term plan which will outline the steps required to transition to a 100% Electric Transit Fleet by 2035.

CHALLENGES: Electrifying a fleet is a complex undertaking with many financial and operating implications. There is an urgency to begin buying electric vehicles from a political perspective, however the transition must be carefully planned and analyzed which takes time.

KEY ANTICIPATED RESULTS: Based on the service requirements, the fleet will first need to be right-sized. Discussions will be held with stakeholders, to ensure there is enough power in the grid to support a Transit Electric Fleet. A diesel bus can run the full service day, which is 19 hours; an analysis of how many electric buses can perform the same work within the same service hours will be undertaken and the financial implications on operating budgets will be determined. This analysis will also determine if the number of buses required to perform the service will increase and if additional space in the Garage will be required to house and charge the vehicles overnight. The review will determine what type of buses and charging stations can withstand Greater Sudbury's climate and topography. Finally, the plan will take all of these factors into consideration and identify the financial impacts and funding opportunities of realizing the transition.

STRATEGY SECTOR # 6

Local Clean Energy Generation

Action Summary

ACTION: Expand district energy

ACTION TYPE: Programs and Projects

LEAD DIVISION: Asset & Fleet Services

ACTION TIMELINE: Long Term

COST: Low Cost

STATUS: Not Yet Initiated

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION: 2025

MEASURABLE ENERGY/GHG REDUCTION TARGET: Reductions in energy use from owned appliances to district energy will be measurable once scope and design is determined.

ACTION DESCRIPTION: Utilize district energy for heating and/or cooling at 199 Larch Street when current appliances reached end of useful life.

CHALLENGES: Retrofitting new infrastructure into facilities.

KEY ANTICIPATED RESULTS: Use of district energy for heating and cooling expected to result in competitive energy costs, environmental efficiency, lower capital costs, and reliable service as a result of designed redundancies.

Action Summary

ACTION: Assess the potential to expand landfill gas collection to Azilda and Hanmer landfill sites

ACTION TYPE: Plans & Studies and Partnerships & Engagement

LEAD DIVISION: Environmental Services

ACTION TIMELINE: Medium Term

COST: Low Cost

STATUS: Not Yet Initiated

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION: 2023

MEASURABLE ENERGY/GHG REDUCTION TARGET: To be determined

ACTION DESCRIPTION: Determine the potential for the collection of landfill gas at the Azilda Landfill & Waste Diversion Site and the Hanmer Landfill & Waste Diversion Site. This study would estimate landfill gas production and the construction and management cost for a collection system at each site. The City would invite Greater Sudbury Utilities in participating in the development of the project scope and objectives.

CHALLENGES: None noted

KEY ANTICIPATED RESULTS: Estimate the potential reduction of greenhouse gases.

STRATEGY SECTOR # 7

Low-carbon Energy Procurement

Action Summary

ACTION: Develop a Green Procurement Strategy/Plan

ACTION TYPE: Policies, Guidelines, and Standards & Procedures

LEAD DIVISION: Purchasing Section

ACTION TIMELINE: Short Term

COST: Work Plan – cost and staff capacity accounted for through annual Work Plan and operating budgets.

STATUS: Planned

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable): N/A

MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable): N/A

ACTION DESCRIPTION: Develop a green procurement strategy that enables/guides City staff to make procurement decisions that have a positive, or limited, impact on the environment. This will include:

- Consultation with stakeholders
- Updates to the Purchasing By-Law to include the requirement of environmental considerations when procuring goods and services, including construction
- Associated guides and procedures

CHALLENGES: Challenges that may be faced when developing a green procurement strategy include:

- Defining the scope of the green procurement strategy
- Determining whether environmental considerations are to be mandated or for consideration only
- How to balance the perception of higher financial cost versus environmental cost and the weight given to each

KEY ANTICIPATED RESULTS: Clear direction to City staff to make environmental considerations when buying goods, directing service providers to conduct their business in an environmentally conscious manner, and incorporating green practices in the various construction work the City performs.

STRATEGY SECTOR # 8

Carbon Sequestration

Action Summary

ACTION: Develop a Regreening Master Plan

ACTION TYPE: Plans & Studies

LEAD DIVISION: Environmental Services

ACTION TIMELINE: Medium Term

COST: Work Plan – cost and staff capacity accounted for through annual Work Plan and operating budgets.

STATUS: Planned

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION: N/A

MEASURABLE ENERGY/GHG REDUCTION TARGET: Estimate to be undertaken based on research currently underway at Laurentian University. Trees planted by the Regreening Program are estimated to have sequestered a cumulative total of 1 million tonnes of carbon dioxide equivalent since start of the Program in 1978.

ACTION DESCRIPTION: A Regreening Master Plan will identify the areas remaining to be regreened and the interventions required in the individual management units.

KEY ANTICIPATED RESULTS: An improved overall strategy for accomplishing the remaining regreening work.

Action Summary

ACTION: Enhance carbon sequestration through soil creation

ACTION TYPE: Plans & Studies & Projects and Partnerships & Engagement

LEAD DIVISION: Environmental Services

ACTION TIMELINE: Medium Term

COST: To be determined

STATUS : Not Yet Initiated

ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION: 2022 or 2023

MEASURABLE ENERGY/GHG REDUCTION TARGET: To be determined

ACTION DESCRIPTION: Soil carbon sequestration is a process in which CO₂ is removed from the atmosphere and stored in the soil carbon. Increasing carbon in soil can be achieved by maintaining and enhancing soil fertility with organic fertilizer such as compost. The City will conduct research on the use of semi-processed and fully processed compost to improve local soils with community partners.

KEY ANTICIPATED RESULTS: Improve local soil health and fertility to improve carbon sequestration.

For Information Only

Fleet Electrification Update

Presented To:	City Council
Presented:	Tuesday, Feb 09, 2021
Report Date	Thursday, Jan 21, 2021
Type:	Correspondence for Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This program supports the City's strategic plan to support ecological sustainability, strengthen strategies and policies to mitigate the impact of climate change and build climate resiliency into existing programs.

Report Summary

This report is to provide the Council with information regarding the interim steps that are being taken by staff in 2021 towards electrification of the City's vehicle and equipment fleet.

Financial Implications

There are no financial impacts associated with this report.

Signed By

Report Prepared By

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Digitally Signed Jan 21, 21

Manager Review

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Purpose

The purpose of this report is to provide Council with information regarding the interim steps that are being taken by staff in 2021 towards electrification of the City's vehicle and equipment fleet.

Background

Action on Climate change forms an integral part of the City's strategic planning process. The City of Greater Sudbury is committed to reducing greenhouse gas (GHG) emissions from municipal operations and throughout the entire community. City Council has declared a Climate Emergency via Council resolution (CC2019-151) and directed a target of net zero greenhouse gas emissions (GHG) by 2050. The CEEP calls for further planning and actions across many of the City's operations. Both the Community Energy and Emissions Plan (CEEP) and the Ontario Climate Action Plan identify the electrification of transportation as one of the most significant opportunities to reduce GHG emissions and in turn have a significant impact on climate change.

Electric Vehicles

An electric vehicle (EV) is powered partially or entirely by a rechargeable battery which powers an electric motor. EVs can be charged by plugging into the electricity grid. As they use no or less fossil fuel, EVs have low to zero direct vehicle emissions. There are two types of EVs:

1. Battery Electric Vehicles that are powered exclusively by an electric battery that must be plugged into the electricity grid to recharge.
2. Hybrid Electric Vehicles which use an electric battery which are recharged by plugging into the electricity grid, but also have the support of a small internal combustion engine when the battery is running low.

In order to recharge the EV battery, a charging station needs to be installed or a retrofit of existing electrical infrastructure is required. There are three types of charging alternatives:

1. Level 1 (120 volts) which uses a standard 120 volt outlet and requires 8-10 hours to recharge a depleted battery. A retrofit would cost approximately \$1,000.
2. Level 2 (240 volts) requires a specialized station on a dedicated circuit and requires 4-6 hours to recharge a depleted battery. Installation cost ranges from \$5,000-\$15,000.

3. Level 3 (480 volts) requires a specialized station and utility connection and requires 30 minutes or less to recharge a depleted battery. Installation cost is approximately \$75,000.

Strategic Alignment of Electric Vehicles in the Municipal Fleet

The adoption of EVs in the municipal fleet aligns with a number of Council strategic pillars:

1. **Creating a Healthier Community**- The adoption of EVs will have a direct and positive effect on air quality in the City. Battery EVs produce zero direct emissions and Hybrid EVs produce considerably less than a conventional internal combustion engine.
2. **Asset Management and Service Excellence**- EVs typically require less maintenance than the conventional internal combustion engine and the higher capital cost of EVs can often be defrayed by Federal and/or Provincial incentives that can be applied to the purchase of EVs.
3. **Climate Change**- In addition to a direct reduction in emissions from the municipal fleet, the adoption of EVs in the municipal fleet will assist in promoting and creating enthusiasm in the community for the adoption of EVs in other sectors of the local economy. By adopting this technology the City can take a leadership role in GHG reduction and promotion.

Electric Vehicle Actions to be Taken in 2021

The City fleet actions present an opportunity to reduce greenhouse gas emissions, advance the CEEP and create a healthier community in line with Council's strategic priorities. There are many tasks performed by City fleet that could be accomplished by an electric alternative. As City vehicles are due for retirement and replacement, an electric version will be considered first. As an interim step, City staff have included the replacement of two light fleet vehicles with EVs in the proposed 2021 Capital Budget.

Opportunities for EV adoption in the medium and heavy duty fleet category have been limited in the past. However, as more models and technology are made available, staff will continue to monitor and identify opportunities where an electric alternative would be viable. Transit staff have been investigating the viability of electrifying the transit bus fleet and are preparing a business case for Council's consideration during 2021 budget deliberations.

Table 1 below outlines the planned actions that City staff will take to initiate the electrification of the Fleet.

Table 1 - Actions for EV Adoption		
Action	Timeframe	Responsibility
Procure Charging Infrastructure: Staff to procure charging infrastructure at municipal facilities to support electrification of the municipal fleet.	2021 and beyond	Fleet Operations / Energy Office
Replace Light Fleet with EVs: Prioritize the procurement of electric vehicles and equipment given economic feasibility, vehicle availability and suitability to perform the required function and alignment with asset management policy. The 2021 Fleet Capital budget proposes the replacement of 2 internal combustion engine light fleet vehicles with 2 electric vehicles.	2021 and beyond	Fleet Operations
Take advantage of Incentives: The Government of Canada has been providing an incentive for purchase of zero-emission vehicles. Staff will continue to monitor and take advantage of any incentives that arise.	2021 and beyond	Fleet Operations
Staff Training: Provide training opportunities for fleet technicians and EV end users.	2021 and beyond	Fleet Operations
Transit Buses: Staff will be bringing a business case for Council's consideration in the 2021 budget to develop a plan for electrification of the bus fleet.	2021 and beyond	Transit
Medium and Heavy Duty Vehicles: Continue to monitor the marketplace for opportunities to replace fossil-fueled medium and heavy duty with EV alternatives and determine any upgrades required for such adoption.	2021 and beyond	Fleet Operations

Conclusion

The electrification of the municipal fleet provides an opportunity to take action on the climate emergency declared by City Council. This initiative will reduce direct vehicle GHG emissions by up to 100%, thereby reducing the local carbon footprint, improving air quality and promoting the use of electric vehicles across the municipality. The interim steps described in this report are meant to trial the City's anticipated move to electrification of the vehicle and equipment fleet. Staff will be working towards returning to Council with a green fleet strategy that has electrification as a focal point and incorporates other municipal experiences and local needs and circumstances.