

CITY COUNCIL AGENDA

City Council Meeting
Tuesday, December 15, 2020
Tom Davies Square - Council Chamber / Electronic Participation

MAYOR BRIAN BIGGER, CHAIR

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

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

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ROLL CALL

Resolution to 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 *Municipal Act, 2001*, s. 239(2)(b) and (d).

(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

November 16, 2020

Council will consider, by way of one resolution, resolutions CS2020-23 to CS2020-25, all of which are found at

<https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1504&lang=en>.

Any questions regarding the resolutions should be directed to Councillor Lapierre, Chair, Community Services Committee.

MATTERS ARISING FROM FINANCE AND ADMINISTRATION COMMITTEE

November 17, 2020

Council will consider, by way of one resolution, resolutions FA2020-69 to FA2020-73, all of which are found at

<https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1516&lang=en>.

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

MATTERS ARISING FROM OPERATIONS COMMITTEE

November 16, 2020

Council will consider, by way of one resolution, resolutions OP2020-27 to OP2020-31, all of which are found at

<https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1492&lang=en>.

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

MATTERS ARISING FROM PLANNING COMMITTEE

November 23, 2020

Council will consider, by way of one resolution, resolutions PL2020-151 to PL2020-157 and PL2020-159 to PL2020-162, all of which are found at

(<https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1459&lang=en>).

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

December 14, 2020

Council will consider, by way of one resolution, Planning Committee resolutions, which will be posted online following the meeting. Any questions regarding the resolutions should be directed to Councillor Cormier, 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-6)

MINUTES

C-1.	Finance and Administration Committee Minutes of October 20, 2020 (RESOLUTION PREPARED - MINUTES ADOPTED)	33 - 36
C-2.	Finance and Administration Committee Minutes of November 3, 2020 (RESOLUTION PREPARED - MINUTES ADOPTED)	37 - 43
C-3.	Planning Committee Minutes of November 9, 2020 (RESOLUTION PREPARED - MINUTES ADOPTED)	44 - 53
C-4.	City Council Minutes of November 10, 2020 (RESOLUTION PREPARED - MINUTES ADOPTED)	54 - 61
C-5.	Operations Committee Minutes of November 16, 2020 (RESOLUTION PREPARED - MINUTES ADOPTED)	62 - 66
C-6.	Community Services Committee Minutes of November 16, 2020 (RESOLUTION PREPARED - MINUTES ADOPTED)	67 - 70

REGULAR AGENDA

MANAGERS' REPORTS

R-1.	Report dated November 25, 2020 from the Chief Administrative Officer regarding COVID-19 Update - November 24, 2020. (FOR INFORMATION ONLY) (This report provides information regarding COVID-19 developments.)	71 - 118
R-2.	COVID-19 Update - December 15, 2020 (FOR INFORMATION ONLY) (REPORT TO FOLLOW) (This report provides an update regarding COVID-19 developments.)	
R-3.	Report dated November 25, 2020 from the Chief Administrative Officer regarding Primary Health Care Recruitment Program Update. (FOR INFORMATION ONLY) (This report provides information regarding the Physician Recruitment Program as requested during 2020 Budget discussions.)	119 - 128
R-4.	Report dated November 17, 2020 from the General Manager of Growth and Infrastructure regarding Cultural Heritage Evaluation – 7 Serpentine Street, Copper Cliff. (RESOLUTION PREPARED)	129 - 214

(This report provides information regarding the findings of the Cultural Heritage Evaluation of the Copper Cliff Fire Hall.)

- R-5. Report dated November 26, 2020 from the General Manager of Corporate Services regarding Lobbyist Registry.

215 - 230

(RESOLUTION PREPARED)

(This report provides information regarding the implementation of a Lobbyist Registry for the City of Greater Sudbury.)

- R-6. Investing in Canada Infrastructure Program: COVID-19 Resilience Stream

(RESOLUTION PREPARED) (REPORT TO FOLLOW)

(This report provides a recommendation regarding a project funding opportunity and seeks Council approval of the projects to be submitted for funding consideration.)

- R-7. Large Projects Update

(FOR INFORMATION ONLY) (REPORT TO FOLLOW)

(This report provides information regarding the four Large Projects identified in 2016.)

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:

- 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	<p>A By-law of the City of Greater Sudbury to Levy and Collect Omitted and Supplementary Realty Taxes for the Year 2021</p> <p>(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.)</p> <p>Report dated November 5, 2020 from the General Manager of Corporate Services regarding 2021 Omitted and Supplementary Tax Billing.</p>	231 - 233
2020-175	<p>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</p> <p>(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.)</p> <p>Report dated November 13, 2020 from the General Manager of Corporate Services regarding 2021 Interim Tax Billing.</p>	234 - 235
2020-176	<p>A By-law of the City of Greater Sudbury to Authorize the Neighbourhood Association Grants for the Year 2020</p> <p>(This By-law authorizes the making of grants to Neighbourhood Associations for the 2020 calendar year.)</p> <p>Report dated November 23, 2020 from the General Manager of Community Development regarding 2020 Neighbourhood Association Annual Grant Allocation By-Law.</p>	236 - 238
2020-177	<p>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</p> <p>Finance and Administration Committee Resolution #FA2020-72</p> <p>(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.)</p>	
2020-178	<p>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</p> <p>Finance and Administration Committee Resolution #FA2020-72</p> <p>(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.)</p>	

- 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%.)

MEMBERS' MOTIONS

M-1. Warming Station Services

As presented by Councillors Leduc and Kirwan:

WHEREAS there continues to be a gap in identified winter shelter needs and options;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury direct staff to, working collaboratively to address the concerns relative to the downtown core, prepare and execute a service agreement with Independent Living Sudbury Manitoulin on a single source basis for an amount not to exceed \$175,000 that provides 9 hours per day of warming station services up to April 30, 2021, with terms that include:

- temporary facilities suitable for the service
- meals for up to 66 people per day, twice per day
- on-site social services
- on-site security
- appropriate washroom facilities, with a cleaning regimen that reflects Public Health Sudbury and Districts guidance
- sufficient, appropriate staff training
- other terms to the satisfaction of the Director of Legal Services

AND BE IT FURTHER RESOLVED that a donation of \$50,000 be received from the United Way to fund this service, subject the provision of a letter from the City of Greater Sudbury acknowledging the United Way's donation;

AND BE IT FURTHER RESOLVED that the balance of required funds for this agreement be provided by the Tax Rate Stabilization Reserve.

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

As presented by Councillor Cormier:

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.

M-3. Studying a Complete Renovation of the Sudbury Community Arena

As presented by Councillor McCausland and 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.

M-4. Fire Protection Service Level Adjustment

As presented by Councillor Kirwan:

WHEREAS the decision to set, alter or adjust fire protection service levels in any municipality lies with the council of that municipality;

AND WHEREAS in order to comply with a recent interest arbitration award under the Fire Protection and Prevention Act, 1997, the former City of Valley East will no longer be able to continue its current composite level of service;

AND WHEREAS City Council must now decide on any alterations or adjustments which must be made to fire protection service levels and subsequent taxation area rating changes in order to accommodate changing the service level of the former City of Valley East from composite to career or volunteer;

THEREFORE IT BE RESOLVED that City Council direct staff to prepare a report for Council, to be provided before the end of January 2021, with all of the necessary background information which will assist Council in determining the fire protection service level and subsequent taxation area rating adjustments that must be made for the former City of Valley East and any other areas in the City of Greater Sudbury affected by these changes.

M-5. Submission To The Ontario Long Term Care Commission

As presented by Councillor Kirwan:

WHEREAS all long-term care homes in Ontario are now governed by the Long-Term Care Homes Act, 2007 which is designed to help ensure that residents of long-term care homes receive safe, consistent, high-quality, resident-centered care; and

WHEREAS the commissioners will investigate how COVID-19 spread within long-term care homes, how residents, staff and families were impacted and the adequacy of measures taken by the province and other parties to prevent, isolate and contain the virus; and

WHEREAS the commission will provide the government with guidance on how to better protect long-term care home residents and staff from any future outbreaks;

THEREFORE BE IT RESOLVED that City Council direct the Mayor of the City of Greater Sudbury to submit the following letter to the Long Term Care Commission:

Content of Letter:

The Honourable Justice Frank N. Marrocco, Lead Commissioner Ontario's Long-Term Care COVID-19 Commission 24th Floor 700 Bay Street Toronto, ON M5G 1Z6

Telephone: 416-314-4175 Toll free: 1-888-333-2614 email
Info@LTCcommission-CommissionSLD.ca

Dear Justice Frank N. Marrocco:

The City of Greater Sudbury's Seniors' Advisory Panel to Mayor and Council has

played a vital role in advice, education, and awareness in order to keep our most fragile older adults well during COVID-19. On behalf of the Panel membership and as a voice from Northern Ontario, I am pleased, as Mayor of the City of Greater Sudbury to share some ideas, concerns and suggestions that have been provided by the Panel and approved by City Council to assist the Province's Long Term Care Commission on work being done to improve the quality of life and place for our most vulnerable people, namely residents living in long term care homes. COVID-19 has taught us many lessons about frailty in health care around the world, in Canada, in Ontario and in the City of Greater Sudbury. Since the Ontario government established an independent commission into COVID-19 and long-term care, the Senior Advisory Panel and City Council feel the importance to express the voice from the North as we operate in a very different rural and remote environment in which our geography causes further challenges than those faced in Southern Ontario. The City of Greater Sudbury would like to respectfully assist the commission in the preparation of a final report by providing the following recommendations as provided by the Seniors' Advisory Panel and endorsed by a motion of City Council on December 15, 2020.

1. That funding increase to provide additional Personal Service Worker's, Registered Practical Nurses and Registered Nurses, along with higher rates of pay for all LTC homes to address the high turnover and burn out rates that take place regularly and were escalated greatly during COVID.
2. That the government enhance training curriculum for PSWs to meet increasing medically complex needs of residents whose care requires intensive resources. Perhaps by having more cooperative placements so that learners gain full experience within the field. Also, ensure a standard curriculum.
3. That PSW curriculum to include conditions of care within LTC act, work load and benefits
4. Recruitment strategies include high school visits to promote this profession, as well as, produce a marketing campaign to attract others searching for career changes.
5. Retention of PSW's requires pay equity, a strategy to keep immigrants coming to local post-secondary institutions to stay and live within the City of Greater Sudbury and improvements to working conditions to avoid burn out and create a safe and friendly environment.
6. When PSW's arrive from outside of Canada they should not have to start from the beginning and should be given credit for skills already accrued. Immigrants should be made aware of Canadian laws when entering this career.
7. That the government improve labour force conditions in all long-term care homes to make them comparable to the institutional health care sectors by having Federal, Provincial and Municipal governments working together to improve the state of LTC.
8. That all LTC homes have access to medical professionals who provide specialty services and treatment for residents in need. For example, Pioneer Manor still has physiotherapists as part of the service, however, other LTC homes hire outside of their institution therefore services needed for mobility, etc... were not provided.
9. That additional funding be provided so that sufficient staff can be hired for each LTC home to have more time to engage residents to address non-medical emotional

psychological and social needs.

10. That sufficient funding be provided to enable all LTC home staff to work at one home only and require to travel between different facilities.

11. That all LTC homes be provided with resources that will guarantee enhanced francophone services to residents.

12. That LTC homes ensure that regular recreational, cultural and spiritual activities continue during future outbreaks.

13. That LTC home residents retain family physicians while been placed in LTC.

14. In order to recognize the important role of family caregivers in the overall health of loved ones, each resident of a LTC home be allowed to designate up to two essential caregivers who will have continued unlimited access during any future outbreaks.

15. There is a need to increase family participation on Family/Resident Councils. The Panel would like to see each LTC home develop strategies to increase membership in Residents, Family and Family Council Networks to enhance Resident experience, satisfaction and engagement. Also, Family Councils should have more of a role in the management of Long term care homes.

16. That each LTC home be required to develop a more vigorous volunteer recruitment and training program to enhance resident experience and resident engagement. We would like to see high school and post secondary volunteer hours performed within LTC homes.

17. That the government enhance and expand the Inspection Protocol for Infection Control in LTC to protect Residents, Families, Staff and Visitors.

18. That the government reinstate annual unannounced full resident quality inspections of all long-term care homes.

19. That each LTC home be required to develop PPE strategies, practices, protocols in the event of epidemics and/or pandemics.

20. That each LTC home be required to develop friendly visiting strategies for residents who do not have families close by or are lonely, sad or depressed. We suggest that you could perhaps encourage health profession schools to have placements within to simply address social isolation.

21. That the Ministry of Long-Term Care take immediate control of the rebuild program to ensure that new homes are built or rebuilt promptly, in locations that meet the demand for long-term care home services.

22. That the government implement sufficient life safety measures, including installing automatic fire sprinklers in all Ontario long-term care homes as soon as possible.

23. That all staff working in LTC homes be provided with training in how to be more sensitive to cultural traditions as identified by the Truth & Reconciliation Commission. All LTC staff should receive compassionate and cultural sensitivity training as part of the orientation upon hiring.

24. That all medical career programs be required to include modules pertaining to geriatrics. We sincerely hope that the recommendations we have provided will assist

the commission in providing guidance to the Ontario government on how to better protect long term care home residents and staff from any outbreaks in the future.

M-6. Business Case for LED Lighting in the Downtown Core

As presented by Mayor Bigger:

WHEREAS the downtown of the City of Greater Sudbury provides all citizens with amenities for leisure, cultural and economic activities;

AND WHEREAS the preservation of a pedestrian friendly, well maintained downtown where citizens can gather for recreation and/or business is a benefit to all citizens of the community;

AND WHEREAS citizens concern for safety and security are of paramount concern;

AND WHEREAS in the interest of safety, security, the environment and economics, the City has recently completed a one for one retrofit of all streetlights from high pressure sodium (HPS) to light emitting diode (LED) including the downtown core;

AND WHEREAS the improved quality of lighting via LED lighting is believed to have a positive impact on crime prevention and an increase in the level of safety and security;

THEREFORE BE IT RESOLVED that:

- a) City staff produce a business case for the 2021 budget that details the provision of supplementary LED lighting to the downtown core of Greater Sudbury for the purposes of increasing the perceptions of safety and security for the citizens of our community.
- b) City staff produce a business case for the 2021 budget that details a one for one replacement of HPS to LED lighting in all current parks, trails and pedestrian pathways.

CORRESPONDENCE FOR INFORMATION ONLY

- I-1. Report dated November 10, 2020 from the General Manager of Growth and Infrastructure regarding Employment Land Strategy Update. **239 - 312**
(FOR INFORMATION ONLY)
(This report provides information regarding the progress of the Employment Land Strategy.)
- I-2. 2020 Operating Budget Variance Report - October **313 - 315**
(FOR INFORMATION ONLY) (REPORT TO FOLLOW)
(This report provides information regarding a year end projection based on expenditures and revenues to the end of September, 2020.)
- I-3. Report dated November 23, 2020 from the General Manager of Growth and Infrastructure regarding Proposed Designation By-Law - 162 Mackenzie. **313 - 315**
(FOR INFORMATION ONLY)
(This report provides information regarding the proposed By-law designating 162 Mackenzie as a property of Cultural Heritage Value and Interest.)

- I-4. Report dated November 19, 2020 from the General Manager of Growth and Infrastructure regarding Greater Sudbury Community Energy & Emissions Plan (CEEP) Implementation: Municipal Actions (2021 - 2025). **316 - 384**
(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-5. Report dated November 25, 2020 from the General Manager of Corporate Services regarding Fleet Electrification Update. **385 - 388**
(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.)
- I-6. Homelessness Consultation in Greater Sudbury
(FOR INFORMATION ONLY) (REPORT TO FOLLOW)
(This report provides information regarding a request to conduct a consultation on Homelessness in Greater Sudbury.)

ADDENDUM

CIVIC PETITIONS

QUESTION PERIOD

ADJOURNMENT

CONSEIL MUNICIPAL ORDRE DU JOUR

Réunion du Conseil municipal

15 décembre 2020

Place Tom Davies - Salle du Conseil / participation électronique

MAIRE BRIAN BIGGER, PRÉSIDENT(E)

16 h 30 SÉANCE A HUIS CLOS, SALLE DE RÉUNION C-12 / PARTICIPATION ÉLECTRONIQUE

18 h 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 sur une (1) question personnelle (personne[s] identifiable[s]), de relations de travail et de négociations avec les employés concernant une question d'approvisionnement conformément à la *Loi de 2001 sur les municipalités*, art. 239(2)(b) et (d).

(RÉSOLUTION PRÉPARÉE)

SUSPENSION DE LA SÉANCE

MOMENT DE SILENCE

APPEL NOMINAL

DÉCLARATION D'INTÉRÊTS PÉCUNIAIRES ET LEUR NATURE GÉNÉRALES

QUESTIONS DÉCOULANT DE LA SÉANCE À HUIS CLOS

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

QUESTIONS DÉCOULANT DE LA RÉUNION DU COMITÉ DES SERVICES COMMUNAUTAIRES

Le 16 novembre 2020

Le Conseil municipal étudiera, par voie d'une résolution, les résolutions CS2020-23 à CS2020-25, qui se trouve à <https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1504&lang=en>. Toute question concernant ces résolutions devrait être adressée au Conseiller Lapierre, président du Comité des services communautaires.

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

Le 17 novembre 2020

Le Conseil municipal étudiera, par voie d'une résolution, les résolutions FA2020-69 à FA2020-73, qui se trouve à <https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1516&lang=en>. Toute question concernant ces résolutions 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 16 novembre 2020

Le Conseil municipal étudiera, par voie d'une résolution, les résolutions OP2020-27 à OP2020-31, qui se trouve à <https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1492&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

23 novembre, 2020

Le Conseil municipal étudiera, par voie d'une résolution, les résolutions PL2020-151 à PL2020-157 et PL2020-159 à PL2020-162, qui se trouve à (<https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1459&lang=en>). Toute question concernant ces résolutions devrait être adressée au Conseiller Cormier, président du Comité de la planification.

Le 14 décembre 2020

Le Conseil municipal étudiera, par voie d'une résolution, les résolutions du Comité de planification qui seront affichées après la réunion. Toute question concernant ces résolutions devrait être adressée au Conseiller Cormier, président du Comité de planification.

Order du jour des résolutions

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

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

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

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

(RÉSOLUTION PRÉPARÉE POUR LES ARTICLES DE L'ORDRE DU JOUR DES RÉSOLUTIONS C-1 À C-6)

PROCÈS-VERBAUX

C-1.	Procès Verbal du 20 octobre 2020, Comité des finances et de l'administration (RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)	33 - 36
C-2.	Procès Verbal du 3 novembre 2020, Comité des finances et de l'administration (RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)	37 - 43
C-3.	Procès Verbal du 9 novembre 2020, Comité de planification (RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)	44 - 53
C-4.	Procès Verbal du 10 novembre 2020, Conseil municipal (RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)	54 - 61
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Ordre du jour régulier

RAPPORTS DES GESTIONNAIRES

R-1.	Rapport Administrateur en chef, daté du 25 novembre 2020 portant sur Compte rendu de la COVID-19 - 24 novembre, 2020. (A TITRE D'INFORMATION) (Ce rapport donne un compte rendu concernant l'évolution de la situation par rapport à la COVID-19.)	71 - 118
R-2.	Compte rendu de la COVID-19 - 24 novembre, 2020 (A TITRE D'INFORMATION) (LE RAPPORT SUIVRA) (Ce rapport donne un compte rendu concernant l'évolution de la situation par rapport à la COVID-19.)	
R-3.	Rapport Administrateur en chef, daté du 25 novembre 2020 portant sur Compte rendu du Programme de recrutement pour les soins de santé primaires. (A TITRE D'INFORMATION) (Ce rapport donne des renseignements concernant le Programme de recrutement de médecins comme on l'a demandé pendant les discussions sur le Budget 2020.)	119 - 128
R-4.	Rapport directeur général, Croissance et Infrastructure , daté du 17 novembre 2020 portant sur Évaluation quant au patrimoine culturel – 7, rue Serpentine, à Copper Cliff. (RÉSOLUTION PRÉPARÉE)	129 - 214

(Ce rapport fait une recommandation concernant les résultats d'une évaluation quant au patrimoine culturel du poste d'incendie de Copper Cliff.)

- R-5. Rapport Directeur général des Services corporatifs, daté du 26 novembre 2020 portant sur Registre des lobbyistes. **215 - 230**

(RÉSOLUTION PRÉPARÉE)

(Ce rapport donne des renseignements concernant la mise en œuvre d'un registre des lobbyistes pour la Ville du Grand Sudbury.)

- R-6. Programme d'infrastructure Investir dans le Canada: Volet de résilience COVID-19

(RÉSOLUTION PRÉPARÉE) (LE RAPPORT SUIVRA)

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

- R-7. Compte rendu des grands projets

(A TITRE D'INFORMATION) (LE RAPPORT SUIVRA)

(Ce rapport donne des renseignements concernant les quatre Grands projets choisis en 2016.)

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 :

- 2020-170 Règlement de la Ville du Grand Sudbury pour confirmer les délibérations du Conseil municipal lors de sa réunion tenue le 15 décembre 2020

- 2020-171 Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2017-5 étant un règlement de la Ville du Grand Sudbury concernant la délégation de l'autorité à divers employés de la Ville

(Ce règlement municipal met à jour le règlement municipal sur la délégation de l'autorité par rapport au titre de directrice ou directeur des services de soins de longue durée [Manoir des pionniers] et pour donner l'autorité de signer l'entente d'admission du Manoir des pionniers.)

- 2020-172 Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2018-121 étant un règlement de la Ville du Grand Sudbury concernant la nomination de représentants de la Ville

(Ce règlement municipal met à jour certaines nominations pour refléter des changements au sein du personnel.)

- 2020-173 Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2010-1, étant un règlement régissant la circulation et le stationnement sur les routes dans la Ville du Grand Sudbury
- Résolution no OP2020-27 du Comité des opérations
- (Ce règlement municipal modifie le règlement municipal 2010-1 pour refléter les règlements actuels en matière de stationnement et de circulation.)
- 2020-174 Règlement de la Ville du Grand Sudbury pour lever et percevoir les impôts fonciers omis et supplémentaires pour l'année 2021 **231 - 233**
- (Ce règlement autorise les factures d'impôt omises et supplémentaires de 2021 et il fixe les dates des évaluations omises et supplémentaires après le 1er juin, le 1er juillet, le 1er août, le 1er septembre, le 1er octobre, le 1er novembre et le 1er décembre 2021.)
- Rapport Directeur général des Services corporatifs, daté du 05 novembre 2020 portant sur Facture d'impôt omis et supplémentaires - 2021.
- 2020-175 Règlement de la Ville Du Grand Sudbury établissant des prélèvement et facture d'impôt intérimaires avant l'élaboration de la politique fiscale de 2021 **234 - 235**
- (L'article 317(1) de la Loi de 2001 sur les municipalités donne l'autorité quant à un prélèvement d'impôt intérimaire avant l'adoption des estimations finales. Pour l'exercice 2021, les dates limites intérimaires ont été fixées au 1 mars et au 1 avril 2021.)
- Rapport Directeur général des Services corporatifs, daté du 13 novembre 2020 portant sur Facture d'impôt intérimaires - 2021.
- 2020-176 Règlement de la Ville du Grand Sudbury autorisant les subventions aux associations de voisinage pour l'année 2020 **236 - 238**
- (Ce règlement municipal autorise des subventions aux associations de voisinage pour l'année 2020.)
- Rapport de la directrice générale des Services de développement communautaire, daté du 23 novembre 2020 portant sur Règlement municipal attribuant les subventions aux associations de voisinage pour l'année 2020.
- 2020-177 Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2018-80, étant un règlement de la Ville du Grand Sudbury autorisant des subventions dans le cadre du Plan d'améliorations communautaires du centre-ville de Sudbury
- Résolution no FA2020-72 du Comité des finances et de l'administration
- (Ce règlement municipal modificatif met en œuvre une date limite du 15 janvier 2021 pour la signature des ententes de mise en œuvre prévues par le règlement municipal 2018-80, étant un règlement de la Ville du Grand Sudbury autorisant des subventions d'amélioration des façades dans le cadre du Plan d'améliorations communautaires du centre-ville de Sudbury.)

- 2020-178 Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2019-67, étant un règlement de la Ville du Grand Sudbury autorisant des subventions d'amélioration des façades dans le cadre du Plan d'améliorations communautaires du centre-ville de Sudbury
- Résolution no FA2020-72 du Comité des finances et de l'administration
- (Ce règlement municipal modificatif met en œuvre une date limite du 15 janvier 2021 pour la signature des ententes de mise en œuvre prévues par le règlement municipal 2019-67, étant un règlement de la Ville du Grand Sudbury autorisant des subventions dans le cadre du Plan d'améliorations communautaires du centre-ville de Sudbury.)
- 2020-179 Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2019-82, étant un règlement de la Ville du Grand Sudbury autorisant des subventions dans le cadre du Plan d'améliorations communautaires du centre-ville de Sudbury
- Résolution no FA2020-72 du Comité des finances et de l'administration
- (Ce règlement municipal modificatif met en œuvre une date limite du 15 janvier 2021 pour la signature des ententes de mise en œuvre prévues par le règlement municipal 2019-82, étant un règlement de la Ville du Grand Sudbury autorisant des subventions dans le cadre du Plan d'améliorations communautaires du centre-ville de Sudbury.)
- 2020-180 Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2019-102, étant un règlement de la Ville du Grand Sudbury autorisant des subventions en vertu de la stratégie relative aux terrains contaminés et du plan d'amélioration communautaire du Grand Sudbury
- Résolution no FA2020-72 du Comité des finances et de l'administration
- (Ce règlement municipal modificatif met en œuvre une date limite du 15 janvier 2021 pour la signature des ententes de mise en œuvre prévues par le règlement municipal 2019-102, étant un règlement de la Ville du Grand Sudbury autorisant des subventions en vertu de la stratégie relative aux terrains contaminés et du plan d'amélioration communautaire du Grand Sudbury.)
- 2020-181 Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2019-102, étant un règlement de la Ville du Grand Sudbury autorisant des subventions en vertu de la stratégie relative aux terrains contaminés et du plan d'amélioration communautaire du Grand Sudbury
- Résolution no FA2020-72 du Comité des finances et de l'administration
- (Ce règlement municipal modificatif met en œuvre une date limite du 15 janvier 2021 pour la signature des ententes de mise en œuvre prévues par le règlement municipal 2019-102, étant un règlement de la Ville du Grand Sudbury autorisant des subventions en vertu de la stratégie relative aux terrains contaminés et du plan d'amélioration communautaire du Grand Sudbury.)

- 2020-182 Règlement de la Ville du Grand Sudbury déclarant que certaines parcelles de terre font partie du réseau routier de la Ville
- (Ce règlement est présenté au Conseil municipal à l'occasion. Il prévoit la déclaration officielle que les parcelles de route qui ont été achetées ou acquises d'une autre façon par la Ville à des fins routières sont des routes.)
- 2020-183 Règlement de la Ville du Grand Sudbury désignant la propriété, connue dans la municipalité comme le 162, rue Mackenzie, à Sudbury, comme un bien ayant une valeur ou un caractère sur le plan du patrimoine culturel aux termes de l'article 29, partie IV de la Loi sur le patrimoine de l'Ontario
- Résolution no CC2020-266 du Conseil municipal
- (Ce règlement municipal désigne le 162, rue Mackenzie, à Sudbury, comme propriété de valeur patrimoniale culturelle ou d'intérêt patrimonial culturel.)
- 2020-184 Règlement de la Ville du Grand Sudbury autorisant la vente du 291, rue Lourdes, à Sudbury, désignée comme étant la parcelle no 73583-0183(LT) et la parcelle no 73584-0882(LT) à la société 2380363 Ontario Limited
- Résolution no PL2020-154 du Comité de planification
- (Ce règlement municipal autorise la vente du 291, rue Lourdes, à Sudbury, et délègue l'autorité de signer tous les documents nécessaires à la vente.)
- 2020-185 Règlement de la Ville du Grand Sudbury autorisant l'achat d'une partie du 4446, route municipale 35, à Chelmsford, désignée comme étant les parties 1, 2 et 3, plan 53R-21288 à Daniel Caza
- Résolution no PL2020-155 du Comité de planification
- (Ce règlement municipal autorise l'acquisition d'une partie du 4446, route municipale 35, à Chelmsford, dans le cadre du projet d'élargissement de la route et d'amélioration de la conduite principale de la RM 35.)
- 2020-186 Règlement de la Ville du Grand Sudbury autorisant l'achat d'une partie du 4496, route municipale 35, à Chelmsford, désignée comme étant la partie 5, plan 53R-21288, à la société Airtech 1 inc.
- Résolution no PL2020-155 du Comité de planification
- (Ce règlement municipal autorise l'acquisition d'une partie du 4496, route municipale 35, à Chelmsford, dans le cadre du projet d'élargissement de la route et d'amélioration de la conduite principale de la RM 35.)
- 2020-187 Règlement de la Ville du Grand Sudbury autorisant l'achat d'une partie du 4514, route municipale 35, à Chelmsford, désignée comme étant les parties 1 et 2 du plan 53R-21300 et la partie 4, plan 53R-21288, à Cindy Poulin et Guy Poulin
- Résolution no PL2020-157 du Comité de planification
- (Ce règlement municipal autorise l'acquisition d'une partie du 4514, route municipale 35, à Chelmsford, dans le cadre du projet d'élargissement de la route et d'amélioration de la conduite principale de la RM 35.)

- 2020-188 Règlement de la Ville du Grand Sudbury fermant une partie de la rue Dufferin non ouverte, à Sudbury, désignée comme étant la parcelle no 02135-0260, étant une partie du bloc B, plan 3SA
- Résolution no PL2020-143 du Comité de planification
- (Ce règlement municipal ferme une partie de la rue Dufferin non ouverte, à Sudbury, pour que les terres en question puissent servir de parc de stationnement municipal.)
- 2020-189P Règlement de la Ville du Grand Sudbury adoptant la modification no 109 au Plan officiel de la Ville du Grand Sudbury
- Résolution no PL2020-152 du Comité de planification
- (Ce règlement municipal autorise une modification propre à l'emplacement pour prévoir une exception à l'article 5.2.2[2] afin de faciliter la création de un nouveau lot rural, les terres tant séparée que conservée ayant moins du minimum requis de 90 m de façade sur une route publique.)
- 2020-190Z Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2010-100Z, étant le règlement général de zonage de la Ville du Grand Sudbury
- Résolution no PL2020-153 du Comité de planification
- (Ce règlement municipal rezone les terres en question afin de faciliter la création de un nouveau lot rural donnant sur la promenade Gravel, à Hanmer. Le nouveau lot rural et deux lots conservés devant avoir au moins 61 m de façade sur la promenade Gravel, à Hanmer - Michael Leblanc et Carole Leblanc.)
- 2020-191Z Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2019-197Z, étant un 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
- (Ce règlement municipal modificatif corrige une erreur de transcription dans le règlement municipal 2019-197.)
- 2020-192 Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2016-145, étant le règlement de la Ville du Grand Sudbury pour l'autorisation, la régulation et la réglementation des véhicules à louer
- Résolution du Conseil municipal no CC2020-296
- (Ce règlement municipal modificatif augmente le taux de départ et le taux selon la distance parcourue du tarif de taxi dans le règlement municipal sur les véhicules à louer de 5 %.)

MOTIONS DES MEMBRES

M-1. Services de halte-chaleur

Motion présentée par les conseillers Leduc et Kirwan:

ATTENDU QU'IL continue d'y avoir un écart entre les besoins cernés et les options en matière d'abri hivernal;

PAR CONSÉQUENT, IL EST RÉSOLU QUE la Ville du Grand Sudbury demande au personnel, en travaillant en collaboration pour aborder les préoccupations relatives au centre-ville, de rédiger et de signer une entente de services avec Vie autonome Sudbury Manitoulin en source unique pour un montant qui ne doit pas dépasser 175 000 \$ et qui prévoit des services de halte-chaleur pendant 9 heures par jour, et ce, jusqu'au 30 avril 2021, et dont les conditions sont les suivantes :

- des installations temporaires qui conviennent à ce service;
- des repas pour un maximum de 66 personnes par jour, deux fois par jour;
- des services sociaux sur place;
- la sécurité sur place;
- des installations sanitaires appropriées, assorties d'un régime de nettoyage qui reflète les conseils de Santé publique Sudbury et du district;
- une formation suffisante et appropriée à l'intention du personnel;
- d'autres conditions à la satisfaction du directeur des Services juridiques;

ET QU'UN don de 50 000 \$ soit reçu de Centraide pour financer ce service, sous réserve de la remise d'une lettre de la Ville du Grand Sudbury reconnaissant le don de Centraide;

ET QUE le solde des fonds requis pour cette entente provienne du fonds de réserve pour la stabilisation des taux d'imposition.

M-2. Demande de modification du règlement municipal 2010-1 pour permettre le stationnement sur rue le long de la rue Prete

Motion présentée par le conseiller Cormier:

ATTENDU QU'IL est actuellement interdit de stationner des deux côtés de la rue Prete, entre la rue Benny et l'avenue Connaught;

ATTENDU QU'IL y a des immeubles à plusieurs appartements le long de la rue Prete;

ATTENDU QUE les restrictions de stationnement créent des difficultés pour les visiteurs de ces immeubles à plusieurs appartements, souvent des fournisseurs de services à domicile et de soins de santé, qui n'ont nulle part où stationner;

PAR CONSÉQUENT, IL EST RÉSOLU QUE la Ville du Grand Sudbury demande au personnel de présenter un règlement municipal lors de la réunion du Conseil municipal prévue pour le 12 janvier 2021 pour modifier le règlement municipal 2010-1 sur la circulation et le stationnement, comme il a été modifié, pour permettre le stationnement sur rue du côté est de la rue Prete, de 15 m au sud de la rue Benny à 46 m au sud la rue Benny.

M-3. Étude d'une rénovation complète de l'Aréna communautaire de Sudbury

Motion présentée par les conseillers McCausland et Signoretti:

ATTENDU QU'UNE société d'architecture locale, appelée 3rd Line Studio, a élaboré un plan visant à rénover l'Aréna communautaire de Sudbury pour en faire un centre d'activités polyvalent et à le faire à un coût aussi bas que 60 % du coût de la construction d'un nouveau centre d'activités polyvalent;

ATTENDU QUE le plan du 3rd Line Studio, intitulé Project Now [projet maintenant], comprend aussi une installation intérieure de stationnement qui pourrait aborder un besoin de stationnement cerné au centre-ville de Sudbury;

ATTENDU QUE la réalisation d'économies pouvant atteindre 40 % en rénovant l'Aréna communautaire de Sudbury existant pour en faire un centre d'activités polyvalent pourrait faire économiser jusqu'à 40 millions de dollars que la Ville pourrait alors investir dans d'autres projets de loisirs et d'infrastructure communautaires;

ATTENDU QU'ON a proposé que les travaux de conception et d'ingénierie du Project Now puissent commencer immédiatement et que ceux de construction pourraient débiter rapidement sans nuire aux opérations des Sudbury Wolves et du Sudbury Five pendant une période de construction de trois ans;

PAR CONSÉQUENT, IL EST RÉSOLU QUE le Conseil de la Ville du Grand Sudbury demande à l'équipe de gestion des Grands projets de la Ville d'évaluer le plan du Project Now et d'en présenter un rapport au Conseil municipal qui se concentrera sur la réponse aux quatre questions suivantes :

1. Le plan du Project Now produira-t-il un centre d'activités polyvalent qui réponde aux besoins de la ville comme le prescrit le rapport de 2017 de la société PWC?
2. Les délais associés au plan du Project Now sont-ils faisables?
3. Quelles implications, s'il y en a, le plan du Project Now présente-t-il qui abordent les plans en cours de mise en œuvre de la Ville pour aborder les besoins en matière de stationnement au centre-ville ou d'autres Grands projets de la Ville?
4. La structure des coûts du plan du Project Now est-elle raisonnable pour bien comprendre le niveau de financement nécessaire pour le coût total du plan?

ET QUE cette évaluation comprenne la liaison avec l'équipe du Project Now ainsi que l'examen des rapports précédents du personnel sur la rénovation de l'Aréna communautaire de Sudbury;

ET QUE ce rapport soit présenté au Conseil municipal lors de sa réunion prévue pour le 12 janvier 2021.

M-4. Ajustement du niveau de services de protection contre l'incendie

Motion présentée par le conseiller Kirwan:

ATTENDU QUE la décision de fixer, de modifier ou d'ajuster les niveaux de services de protection contre l'incendie dans une municipalité donnée revient au conseil de cette municipalité;

ATTENDU QU'AFIN de se conformer à une récente sentence quant à un arbitrage de différends aux termes de la Loi de 1997 sur la prévention et la protection contre

l'incendie, l'ancienne Ville de Valley East ne sera plus en mesure de maintenir son niveau de services mixte actuel;

ATTENDU QUE le Conseil municipal doit maintenant prendre une décision quant à toute modification ou à tout rajustement à faire en matière des niveaux de services de protection contre l'incendie et quant à toute modification subséquente de la classification de la zone d'imposition afin de permettre le changement du niveau de services de l'ancienne Ville de Valley East d'un niveau de services mixte à un niveau de services fournis par des pompiers professionnels ou à un niveau de services fournis par des pompiers volontaires;

PAR CONSÉQUENT, IL EST RÉSOLU QUE le Conseil municipal demande au personnel de rédiger un rapport au Conseil, à présenter avant la fin janvier 2021, donnant tous les renseignements généraux nécessaires qui aideront le Conseil à déterminer les rajustements à apporter au niveau de services de protection contre l'incendie et à la classification de la zone d'imposition pour l'ancienne Ville de Valley East et pour toute autre zone dans la Ville du Grand Sudbury touchée par ces changements.

M-5. Observation présentée à la Commission d'enquête sur les foyers de soins de longue durée de l'Ontario

Motion présentée par le conseiller Kirwan:

ATTENDU QUE tous les foyers de soins de longue durée en Ontario sont maintenant régis par la Loi de 2007 sur les foyers de soins de longue durée, qui est conçue pour aider à veiller à ce que les résidents de foyers de soins de longue durée reçoivent des soins centrés sur la résidente ou le résident sans risques, uniformes et de haute qualité;

ATTENDU QUE les commissaires enquêteront sur la façon dont la COVID-19 se propage dans les foyers de soins de longue durée, les impacts sur les résidents, le personnel et les familles, et le caractère adéquat des mesures prises par la Province et par d'autres organismes ou personnes pour prévenir et isoler le virus et l'empêcher de se propager;

ATTENDU QUE la commission donnera des conseils au gouvernement sur la façon de mieux protéger les résidents et le personnel des foyers de soins de longue durée contre d'autres éclosoins;

PAR CONSÉQUENT, IL EST RÉSOLU QUE le Conseil municipal demande au maire de la Ville du Grand Sudbury de présenter la lettre suivante à la Commission d'enquête sur les foyers de soins de longue durée:

Contenu de la lettre:

Monsieur le juge Frank N. Marrocco, commissaire en chef

Commission d'enquête sur la COVID-19 dans les foyers de soins de longue durée de l'Ontario 24e étage, 700, rue Bay Toronto (Ontario) M5G 1Z6 Téléphone : 416 314-4175 Sans frais : 1 888 333-2614 Courriel : Info@LTCcommission-CommissionSLD.ca

Monsieur le juge,

Le Groupe consultatif sur les personnes âgées du maire et du Conseil municipal de la Ville du Grand Sudbury a joué un rôle essentiel en matière de conseils, d'éducation et de sensibilisation afin de faire en sorte que nos personnes âgées les plus fragiles aillent bien pendant la pandémie de COVID-19. Au nom des membres du Groupe consultatif et comme une voix du nord de l'Ontario, j'ai le plaisir, à titre de maire de la Ville du Grand Sudbury, de faire part de certaines idées, préoccupations et suggestions qui proviennent du Groupe consultatif et qu'a approuvés le Conseil municipal pour aider la Commission d'enquête sur les foyers de soins de longue durée de la Province quant à des travaux en cours pour améliorer la qualité de vie et d'emplacement pour nos concitoyens les plus vulnérables, soit les résidents des foyers de soins de longue durée.

La COVID-19 nous a enseigné bon nombre de leçons au sujet de la fragilité dans le domaine des soins de santé autour du monde, au Canada, en Ontario et dans la Ville du Grand Sudbury. Depuis que le gouvernement de l'Ontario a créé une commission d'enquête indépendante sur la COVID-19 et les soins de longue durée, le Groupe consultatif sur les personnes âgées et le Conseil municipal sont sensibles à l'importance d'exprimer la voix du Nord, car nous fonctionnons dans un milieu rural et éloigné très différent où notre géographie nous lance d'autres défis que ceux auxquels fait face le sud de l'Ontario. La Ville du Grand Sudbury souhaite respectueusement aider la commission à rédiger un rapport final en faisant les recommandations suivantes qui proviennent du Groupe consultatif sur les personnes âgées et qui ont été appuyées par une motion du Conseil municipal le 15 décembre 2020.

1. Que le financement augmente pour prévoir des préposées et des préposés aux services de soutien à la personne (PSSP), des infirmières et infirmiers auxiliaires autorisés et des infirmières et infirmiers autorisés additionnels, de même que des taux de salaire plus élevés pour tous les foyers de soins de longue durée pour aborder les taux élevés de roulement du personnel et d'épuisement professionnel que l'on constate et qui s'aggravent grandement pendant la pandémie de COVID-19.
2. Que le gouvernement améliore le programme de formation à l'intention des PSSP pour répondre aux besoins de plus en plus complexes sur le plan médical des résidents dont les soins nécessitent des ressources intensives, peut-être en ayant plus de stages coopératifs de sorte que les apprenants acquièrent une expérience complète dans le domaine et aussi, en assurant un programme d'études standard.
3. Que le programme d'études des PSSP comprenne les conditions de soins aux termes de la Loi sur les foyers de soins de longue durée, la charge de travail et les avantages sociaux.
4. Que les stratégies de recrutement comprennent des visites aux écoles secondaires pour promouvoir cette profession, de même qu'elles produisent une campagne de marketing visant à attirer d'autres personnes qui veulent changer de carrières.
5. Qu'on maintienne en poste les PSSP, ce qui nécessitera l'équité salariale, une stratégie visant à continuer à faire en sorte que les immigrants qui fréquentent les établissements d'enseignement postsecondaire locaux restent et vivent dans la Ville du Grand Sudbury et des améliorations aux conditions de travail pour éviter l'épuisement professionnel et créer un milieu sécuritaire et favorable.
6. Que, lorsque les PSSP arrivent de l'extérieur du Canada, ils n'aient pas à

recommencer à zéro et qu'ils reçoivent des crédits pour les compétences qu'ils ont déjà acquises. Qu'on informe les immigrants des lois du Canada lorsqu'ils entreprennent cette carrière.

7. Que le gouvernement améliore les conditions pour la main-d'œuvre dans tous les foyers de soins de longue durée pour les rendre comparables à celles des secteurs des soins de santé institutionnels en faisant travailler de concert les ordres de gouvernement fédéral, provincial et municipal pour améliorer l'état des soins de longue durée.

8. Que tous les foyers de soins de longue durée aient accès à des professionnels de la santé qui fournissent des services spécialisés et des traitements aux résidents qui en ont besoin. Par exemple, le Manoir des pionniers compte encore des physiothérapeutes dans le cadre du service; toutefois, d'autres foyers de soins de longue durée louent des services hors de leur établissement et, par conséquent, des services nécessaires à la mobilité, etc., n'ont pas été fournis.

9. Qu'un financement additionnel soit fourni de sorte qu'assez de membres du personnel puissent être embauchés pour chaque foyer de soins de longue durée pour avoir plus de temps pour interagir avec les résidents pour aborder leurs besoins affectifs, psychologiques et sociaux non médicaux.

10. Qu'un financement suffisant soit fourni pour permettre à tous les membres du personnel des foyers de soins de longue durée de travailler à un seul foyer et pour éviter les déplacements entre différents établissements.

11. Qu'on fournisse à tous les foyers de soins de longue durée les ressources qui garantiront des services en français améliorés aux résidents.

12. Que les foyers de soins de longue durée veillent à ce que les activités réactives, culturelles et spirituelles régulières se poursuivent pendant les éclosions à venir.

13. Que les résidents des foyers de soins de longue durée conservent leur médecin de famille pendant qu'ils sont placés en foyer de soins de longue durée.

14. Qu'afin de reconnaître le rôle important des proches aidants dans la santé globale des êtres chers, chaque résidente ou résident d'un foyer de soins de longue durée puisse désigner jusqu'à deux fournisseurs de soins essentiels qui auront un accès illimité continu pendant toute éclosion à venir.

15. Qu'on augmente la participation des familles au sein des conseils des familles et des conseils des résidents. Le Groupe consultatif souhaite que chaque foyer de soins de longue durée élabore des stratégies visant à augmenter le nombre de membres des conseils des familles et des conseils des résidents, ainsi que des réseaux de conseils des familles pour améliorer l'expérience, la satisfaction et la participation des résidents. De plus, que les conseils des familles aient un plus grand rôle à jouer dans la gestion des foyers de soins de longue durée.

16. Que chaque foyer de soins de longue durée doive élaborer un programme de recrutement et de formation des bénévoles plus vigoureux pour améliorer l'expérience des résidents et la participation des résidents. Nous souhaitons qu'il y ait plus d'heures de travail bénévole d'élèves du secondaire et d'étudiants du postsecondaire dans les foyers de soins de longue durée.

17. Que le gouvernement améliore et d'élargir le protocole d'inspection pour la lutte contre les infections dans les établissements de soins de longue durée dans le but de protéger les résidents, les familles, les membres du personnel et les visiteurs.
18. Que le gouvernement rétablisse les inspections annuelles non annoncées complètes de la qualité des services aux résidents dans tous les foyers de soins de longue durée.
19. Que chaque foyer de soins de longue durée doive élaborer des stratégies, des pratiques et des protocoles en matière d'équipement de protection individuelle dans le cas d'épidémies ou de pandémies.
20. Que chaque foyer de soins de longue durée doive élaborer des stratégies en matière de visites amicales à l'intention des résidents qui n'ont pas de membres de leur famille à proximité ou qui se sentent seuls, tristes ou déprimés. Nous suggérons que vous encouragiez les écoles des professions de la santé à organiser des stages dans les foyers pour simplement aborder l'isolement social.
21. Que le ministère des Soins de longue durée prenne le contrôle immédiat du programme de réaménagement pour faire en sorte que de nouveaux foyers soient bâtis ou rebâtis promptement, à des endroits qui répondent à la demande de services des foyers de soins de longue durée.
22. Que le gouvernement mette en œuvre des mesures suffisantes pour la sécurité des personnes, notamment en installant des gicleurs d'incendie dans tous les Ontario foyers de soins de longue durée dès que possible.
23. Qu'on fournisse à tous les membres du personnel dans les foyers de soins de longue durée une formation sur la façon d'être plus sensibles aux traditions culturelles comme l'a indiqué la Commission de vérité et réconciliation. Que tous les membres du personnel des foyers de soins de longue durée suivent une formation en matière de compassion et de sensibilité culturelle dans le cadre de l'orientation au moment de l'embauchage.
24. Que tous les programmes menant à des carrières médicales doivent comprendre des modules concernant la gériatrie.

Nous espérons sincèrement que les recommandations que nous avons faites aideront la commission à donner des conseils au gouvernement de l'Ontario sur la façon de mieux protéger les résidents des foyers de soins de longue durée et les membres du personnel de toute éclosion à venir.

M-6. Dossier d'analyse pour l'éclairage par DEL au cœur du centre-ville

Motion présentée par le maire Bigger

ATTENDU QUE le centre-ville de la Ville du Grand Sudbury offre à tous les citoyens des aménagements pour les activités de loisirs, culturelles et économiques; ATTENDU QUE la préservation d'un centre-ville favorable aux piétons et bien entretenu où les citoyens peuvent se rassembler à des fins de récréation ou d'affaires est un avantage pour tous les membres de la communauté; ATTENDU QUE la préoccupation des citoyens en matière de sécurité est de la plus haute importance; ATTENDU QUE, dans l'intérêt de la sécurité, de l'environnement et de l'économie, la Ville a récemment fini de

remplacer une à une les lampes à vapeur de sodium à haute pression de tous les réverbères par des lampes à diodes électroluminescentes (DEL), notamment dans le cœur du centre-ville; ATTENDU QUE l'on croit que l'amélioration de la qualité de l'éclairage grâce aux DEL aura un impact positif sur la prévention du crime et entraînera une augmentation du niveau de sécurité; PAR CONSÉQUENT, IL EST RÉSOLU QUE:

a. Le personnel de la Ville produise un dossier d'analyse pour le budget 2021 qui décrit en détail la fourniture d'éclairage par DEL supplémentaire dans le cœur du centre-ville du Grand Sudbury afin d'augmenter la perception de sécurité pour les membres de notre communauté;

b. Le personnel de la Ville produise un dossier d'analyse pour le budget 2021 qui décrit en détail la façon de remplacer une à une les lampes à vapeur de sodium à haute pression par des lampes à DEL dans tous les parcs, les sentiers et les allées pour piétons actuels.

CORRESPONDANCE À TITRE DE RENSEIGNEMENTS SEULEMENT

- | | |
|--|-------------------------|
| <p>I-1. Rapport directeur général, Croissance et Infrastructure, daté du 10 novembre 2020 portant sur Compte rendu de la stratégie en matière de terres pour l'emploi.
(A TITRE D'INFORMATION)</p> <p>(Ce rapport donne des renseignements concernant les progrès réalisés quant à la stratégie en matière de terres pour l'emploi.)</p> | <p>239 - 312</p> |
| <p>I-2. Rapport sur les écarts par rapport au budget de fonctionnement 2020 – octobre
(A TITRE D'INFORMATION) (LE RAPPORT SUIVRA)</p> <p>(Ce rapport indique les domaines préoccupants dans le budget de fonctionnement de 2014 au fin de septembre.)</p> | |
| <p>I-3. Rapport directeur général, Croissance et Infrastructure, daté du 23 novembre 2020 portant sur Règlement municipal proposé de désignation - 162, rue Mackenzie, à Sudbury.
(A TITRE D'INFORMATION)</p> <p>(Ce rapport donne des renseignements concernant le règlement municipal proposé désignant le 162, rue Mackenzie, à Sudbury, comme un bien ayant une valeur ou un caractère sur le plan du patrimoine culturel.)</p> | <p>313 - 315</p> |
| <p>I-4. Rapport directeur général, Croissance et Infrastructure, daté du 19 novembre 2020 portant sur Mise en œuvre du Plan communautaire en matière d'énergie et d'émissions du Grand Sudbury : mesures municipales (2021-2025).
(A TITRE D'INFORMATION)</p> <p>(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.)</p> | <p>316 - 384</p> |
| <p>I-5. Rapport Directeur général des Services corporatifs, daté du 25 novembre 2020 portant sur Compte rendu de l'électrification du parc automobile.
(A TITRE D'INFORMATION)</p> | <p>385 - 388</p> |

(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.)

I-6. Consultation en matière de sans-abrisme dans le Grand Sudbury

(A TITRE D'INFORMATION) (LE RAPPORT SUIVRA)

(Ce rapport donne des renseignements concernant une demande de consultation en matière de sans-abrisme dans le Grand Sudbury.)

ADDENDA

PÉTITIONS CIVIQUES

PÉRIODE DE QUESTIONS

LEVÉE DE LA SÉANCE

Minutes

Finance and Administration Committee Minutes of 10/20/20

Location:	Tom Davies Square - Council Chamber / Electronic Participation
Commencement:	6:06 PM
Adjournment:	9:02 PM

Councillor Jakubo, In the Chair

Present	Councillors Signoretti, Montpellier [D 7:17 p.m.], McCausland, Kirwan, Lapierre [A 6:13 p.m.], Jakubo, Sizer, McIntosh, Cormier, Leduc, Landry-Altmann, Mayor Bigger [A 6:08 p.m.]
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; Ed Stankiewicz, Executive Director of Finance, Assets and Fleet; Ian Wood, Executive Director of Strategic Initiatives, Communication and Citizen Services; Jeff Pafford, Director of Leisure Services; Joanne Kelly, Director of Human Resources and Organizational Development; Meredith Armstrong, Acting Director of Economic Development; 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.

Mayor Bigger arrived at 6:08 p.m.

Councillor Lapierre arrived at 6:13 p.m.

Rules of Procedure

Councillor Jakubo moved that the order of the agenda be altered to deal with the Addendum.

CARRIED BY TWO-THIRDS MAJORITY

Addendum

The following resolution was presented:

FA2020-52 Kirwan/McCausland: THAT the City of Greater Sudbury deals with the items on the Addendum to the Agenda at this time.

CARRIED BY TWO-THIRDS MAJORITY

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

MANAGERS' REPORT

2020 Operating Budget Variance Report

Report dated October 16, 2020 from the General Manager of Corporate Services regarding the 2020 Operating Budget Variance Report.

For Information Only.

Councillor Montpellier departed at 7:17 p.m.

Managers' Reports

R-1 2021 Budget Update - Seeking Consensus on Budget Direction

Report dated October 7, 2020 from the Chief Administrative Officer regarding 2021 Budget Update - Seeking Consensus on Budget Direction.

For Information Only.

Councillor Lapierre presented the following resolution:

FA2020-53 Lapierre/Kirwan: THAT staff present an analysis of options for capital planning that anticipates additional debt financing, including recommendations for capital projects that would be appropriate to debt finance as part of the 2021 budget process for Council consideration.

Rules of Procedure

A Recorded Vote was held:

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

NAYS: Councillor Signoretti

CARRIED

Councillors Jakubo and McIntosh presented the following resolutions:

FA2020-54 Jakubo/McIntosh: THAT staff develop a business case for adjustments to user fees that, among other details, reflects the following features:

- Includes allowances/offsets to allow for continued support to low income citizens such that fees do not become a barrier to access
- Provides estimates, where applicable, of projected usage rates to identify both maximum and most likely revenue levels

CARRIED

FA2020-55 McIntosh/Jakubo: THAT staff develop a business case for rationalizing facilities to improve utilization levels.

CARRIED

Councillor Signoretti abstained from voting on resolution FA2020-55.

FA2020-56 Jakubo/McIntosh: THAT where there are plans to use one-time funds in 2021 to cover COVID related shortfalls, such as Safe Restart Funding, the Special Capital Levy or other similar funding sources, staff ensure that:

- Ongoing service expectations are supported by ongoing revenue sources, and
- The use of non-recurring or "one-time" funds is limited to funding "one-time" or temporary expenditures.

CARRIED

FA2020-57 McIntosh/Jakubo: THAT staff prepare a business case assessing the potential implications of suspending the Junction West project until a future period.

Rules of Procedure

A Recorded Vote was held:

YEAS: Councillors Kirwan, Lapierre, Sizer, McIntosh, Leduc

NAYS: Councillor Signoretti, McCausland, Jakubo, Cormier, Landry-Altmann, Mayor Bigger
DEFEATED

FA2020-58 Jakubo/McIntosh: WHEREAS the capital budget is intended to address the community's significant infrastructure renewal needs and those investments help minimize operating expenditures for repairs and maintenance, the 2021 capital budget should include sufficient funds to fulfil multi-year projects approved in prior periods and support new projects that reflect Council's Strategic Plan priorities.

CARRIED

Members' Motion

No Motions were presented.

Civic Petitions

No Civic Petitions were submitted.

Question Period

No Questions were asked.

Adjournment

FA2020-59 McIntosh/Jakubo: THAT this meeting does now adjourn. Time: 9:02 p.m.

CARRIED

Eric Labelle, City Solicitor and
Clerk

Minutes

Finance and Administration Committee Minutes of 11/3/20

Location:	Tom Davies Square - Council Chamber / Electronic Participation
Commencement:	4:01 PM
Adjournment:	6:32 PM

Councillor Jakubo, In the Chair

Present	Councillors Signoretti [A 4:05 p.m.], Vagnini [D 4:55 p.m.], McCausland, Kirwan [D 6:10 p.m.], Lapierre [A 4:02 p.m.], Jakubo, Sizer, McIntosh, Cormier, Leduc, Landry-Altmann [A 4:05 p.m.], 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; Ed Stankiewicz, Executive Director of Finance, Assets and Fleet; Ian Wood, Executive Director of Strategic Initiatives, Communication and Citizen Services; Marie Litalien, Acting Director of Communications & Community Engagement; Ron Foster, Auditor General; Meredith Armstrong, Acting Director of Economic Development; Joanne Kelly, Director of Human Resources and Organizational Development; Tyler, Campbell, Director of Social Services; Melissa Zanette, Chief of Staff; Brigitte Sobush, Manager of Clerk's Services / Deputy City Clerk; Lisa Locken, Clerk's Services Assistant; Anessa Basso, Clerk's Services Assistant

Councillor Lapierre arrived at 4:02 p.m.

Councillor Signoretti and Landry-Altmann arrived at 4:05 p.m.

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

Rules of Procedure

Councillor Jakubo moved that the order of the agenda be altered to deal with Member's Motions at this time.

CARRIED BY TWO-THIRDS MAJORITY

Councillor Lapierre arrived at 4:05 p.m.

Members' Motion

Rules of Procedure

Councillor Cormier, McIntosh and Landry-Altmann presented a Motion regarding a 2021 business case for winter shelter options and asked that the notice be waived.

WAIVED BY TWO-THIRDS MAJORITY

Councillor Vagnini departed at 4:55 p.m.

The following resolution was presented:

FA2020-60 Cormier/McIntosh: WHEREAS current winter shelter options are limited by hours and frequency of operation;

AND WHEREAS there is increased pressure on the municipality to enhance services that are traditionally funded by the province;

AND WHEREAS a need for expanded winter shelter options has been identified;

AND WHEREAS expanding operational hours of warming shelter space will enhance services to the most vulnerable population;

AND WHEREAS a gap in service still remains due to the winter warming shelter protocols that are currently in place allowing them to open only under certain extreme weather conditions and on a temporary basis;

AND WHEREAS a need for shelter and warming space geared specifically for youth has also been identified;

AND WHEREAS full and appropriate staffing levels and support services are required to ensure the health and safety of everyone attending the warming centres;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to work with our existing service providers, which include YMCA and the Sudbury Action Centre for Youth (SACY), to expand the availability of warming shelter space, such that it is available seven nights a week, effective as soon as possible to April 30 2021, and that this be funded in the amount of up to \$375,000.00 as follows:

- \$175,000 from the existing Social Services Relief Fund Phase 2 - towards the youth warming shelter and temporary youth shelter beds;
- \$200,000 from the existing Provincial Community Homelessness Prevention Initiative and Federal Reaching Home funding initiative;

AND BE IT FURTHER RESOLVED that staff report back to the Community Services Committee on the results of this initiative by the third quarter of 2021.

Rules of Procedure

A Recorded Vote was held:

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

CARRIED

Rules of Procedure

Councillor Cormier, McIntosh and Landry-Altmann presented a Motion regarding a 2021 business case regarding transitional housing spaces and appropriate supports and asked that notice be waived.

WAIVED BY TWO-THIRDS MAJORITY

The following resolution was presented:

FA2020-61 Cormier/Landry-Altmann: WHEREAS the Housing First strategy identifies basic housing as a first step in securing stability and recovery for those in need;

AND WHEREAS there is no transitional housing program with supports available within our community for persons who are homeless and have an active opiate addiction;

AND WHEREAS transitional housing has been identified within the Housing First Strategy as a service that is needed in the community;

AND WHEREAS full onsite addictions and mental health supports are required in order to make transitional housing programs successful;

AND WHEREAS this program will provide stable housing and supports for people to transition to permanent housing, thus reducing the number of people living unsheltered and receiving street level outreach services and accessing reactive health care services;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to prepare a business case for the 2021 budget identifying the cost and source of funding, including any grant opportunities from Provincial or Federal Ministries, required to create transitional housing spaces and appropriate supports.

CARRIED

Referred & Deferred Matters

R-1 2021 Budget Direction and Two Year Financial Forecast

Report dated October 21, 2020 from the General Manager of Corporate Services regarding 2021 Budget Direction and Two Year Financial Forecast.

Resolution One:

The following resolution as amended was presented:

FA2020-36 Leduc/McCausland: THAT staff prepare a 2021 Business Plan that includes an operating budget for all tax supported services and considers:

- a. The cost of providing provincially mandated and cost shared programs;
- b. The cost associated with growth in infrastructure that is operated and maintained by the City;

- c. An estimate in assessment growth;
- d. Recommendations for changes to service levels and/or non-tax revenues so that the level of taxation in 2021 produces no more than a 3.9% property tax increase over 2020 taxation levels, in accordance with the Long-Term Financial Plan;
- e. Recommendations for changes to service levels to adapt to a pandemic environment in order to meet the target of a 3.9% property tax increase over 2020 taxation levels.

Subject to the inclusion of options for property tax increases of 3% and 2.2%, that, among other measures considers attrition.

Rules of Procedure

A Recorded Vote was held:

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

NAYS: Councillors Signoretti

CARRIED

Resolution Two:

The following resolution was presented:

FA2020-62 Lapierre/McIntosh: THAT staff develop the 2021 Capital Budget based on an assessment of the community's highest priority needs consistent with the application of prioritization criteria described in this report and that considers:

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

CARRIED

Resolution Three:

The following resolution was presented:

FA2020-63 Kirwan/Lapierre: THAT staff prepare a Business Plan for user fee supported Water and Wastewater Services that includes:

- a. The cost of maintaining current approved programs at current service levels based on anticipated production volumes;
- b. The cost associated with legislative changes and requirements;
- c. The cost associated with growth in infrastructure operated and maintained by the City;
- d. A reasonable estimate of water consumption;
- e. A rate increase not to exceed 4.8%, consistent with the Water and Wastewater Long-

Range Financial Plan approved by the Finance and Administration Committee on June 4, 2019.

CARRIED

Resolution Four:

The following resolution was presented:

FA2020-64 McIntosh/Lapierre: THAT staff provide recommendations for changes to user fees (non Water/Wastewater) that reflect:

- a. The full cost of providing the program or services including capital assets, net of any subsidy approved by Council;
- b. Increased reliance on non-tax revenue;
- c. Development of new fees for municipal services currently on the tax levy;
- d. A multi-year user fee schedule for years 2021 and 2022.

Rules of Procedure

A Recorded Vote was held:

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

NAYS: Councillor Signoretti

CARRIED

Resolution Five:

The following resolution was presented:

FA2020-65 McIntosh/Sizer: THAT staff are directed to include the business cases referred to in 'Appendix 3' of the report titled '2021 Budget Direction' presented on November 3rd from the General Manager of Corporate Services.

CARRIED

Councillor Kirwan departed at 6:10 p.m.

Resolution Six:

The following resolution was presented:

FA2020-66 McIntosh/McCausland: THAT the City of Greater Sudbury requests its Service Partners (Greater Sudbury Police Services, Nickel District Conservation Authority (Conservation Sudbury), Greater Sudbury Public Library Board, Public Health Sudbury & Districts) to follow the directions in resolution one of the report entitled '2021 Budget Direction' presented November 3, 2020 from the General Manager of Corporate Services when preparing their 2021 municipal funding requests.

Rules of Procedure

Councillor McIntosh presented the following amendment:

FA2020-66-A1 McIntosh/ McCausland: THAT the resolution be amended to include the following:

AND THAT the City of Greater Sudbury requests that the Service Partners provide a breakdown of increased COVID-19 operational costs for the 2021 budget.

Rules of Procedure

A Recorded Vote was held:

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

NAYS: Councillor Signoretti

CARRIED

The resolution as amended was presented:

FA2020-66 McIntosh/McCausland: THAT the City of Greater Sudbury requests its Service Partners (Greater Sudbury Police Services, Nickel District Conservation Authority (Conservation Sudbury), Greater Sudbury Public Library Board, Public Health Sudbury & Districts) to follow the directions in resolution one of the report entitled '2021 Budget Direction' presented November 3, 2020 from the General Manager of Corporate Services when preparing their 2021 municipal funding requests.

AND THAT the City of Greater Sudbury requests that the Service Partners provide a breakdown of increased COVID-19 operational costs for the 2021 budget.

Rules of Procedure

A Recorded Vote was held:

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

NAYS: Councillor Signoretti

CARRIED

Resolution Seven:

The following resolution was presented:

FA2020-67 Lapierre/Landry-Altmann: THAT the City of Greater Sudbury approves the proposed 2021 Budget Schedule in Appendix 4 of the report entitled "2021 Budget Direction" presented November 3, 2020 from the General Manager of Corporate Services.

CARRIED

Correspondence for Information Only

I-1 Annual Capital Status Update Report - 2020

Report dated October 16, 2020 from the General Manager of Corporate Services regarding Annual Capital Status Update Report - 2020.

For Information Only.

I-2 2020 Second Quarter Statement of Council Expenses

Report dated September 23, 2020 from the General Manager of Corporate Services regarding 2020 Second Quarter Statement of Council Expenses .

For Information Only.

Addendum

No Addendum was presented.

Civic Petitions

No Civic Petitions were submitted.

Question Period

Please visit:

<https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1560&lang=en> to view the questions asked.

Adjournment

FA2020-68 Sizer/McIntosh: THAT this meeting does now adjourn. Time 6:32 p.m.

CARRIED

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

Minutes

Planning Committee Minutes of 11/9/20

Location: Tom Davies Square -
Council Chamber /
Electronic
Participation

Commencement: 12:15 PM

Adjournment: 4:11 PM

Councillor Cormier, In the Chair

Present Councillors McCausland [A 12:19 p.m.], Kirwan, Sizer [A 12:20 p.m.], Cormier, Landry-Altmann

City Officials Shawn Turner, Director of Assets and Fleet Services; Keith Forrester, Manager of Real Estate; Brigitte Sobush, Manager of Clerk's Services/Deputy City Clerk

Closed Session

The following resolution was presented:

PL2020-135 Kirwan/Landry-Altmann: THAT the City of Greater Sudbury moves into Closed Session to deal with one (1) Proposed or Pending Acquisition or Disposition of Land Matters:

- Purchase of Property - Main Street, Chelmsford

in accordance with the *Municipal Act*, 2001 s. 239(2)(c).

CARRIED

At 12:17 p.m., the Planning Committee moved into Closed Session.

Recess At 12:25 p.m., the Planning Committee recessed.

Reconvene At 1:03 p.m., the Planning Committee commenced the Open Session in the Council Chamber.

Councillor Cormier, In the Chair

Present	Councillors McCausland, Kirwan, Sizer, Cormier [D 3:18 p.m.], Landry-Altmann [A 1:20 p.m.] Councillor Lapierre
City Officials	Alex Singbush, Manager of Development Approvals; Robert Webb, Supervisor of Development Engineering; Kris Longston, Manager, Community and Strategic Planning; Keith Forrester, Manager of Real Estate; Mauro Manzon, Senior Planner; Melissa Riou, Senior Planner; Ed Landry, Senior Planner of Communication and Strategic Planning; Joe Rocca, Traffic and Asset Management Supervisor; Brigitte Sobush, Manager of Clerk's Services/Deputy City Clerk; Anessa Basso, Clerk's Services Assistant; Franca Bortolussi, Administrative Assistant to the City Solicitor and Clerk

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

Public Hearings

1 800 Notre Dame Street West, Azilda

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

Report dated October 16, 2020 from the General Manager of Growth and Infrastructure regarding 800 Notre Dame Street West, Azilda.

Reina Belanger, the applicant, was present.

Mauro Manzon, Senior Planner, outlined the report.

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

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

The following resolution was presented:

PL2020-136 McCausland/Kirwan: THAT the City of Greater Sudbury approves the application by Richard Belanger to amend Zoning By-law 2010-100Z by changing the zoning classification from "RU", Rural to "R1-5", Low Density Residential One on lands described as Part of PIN 73347-0745, Part of Parcel 30246 S.W.S., Part of Part 1, Plan 53R-11563 in Lot 7, Concession 2, Township of Rayside, as outlined in the report entitled "800 Notre Dame Street West, Azilda", from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on November 9, 2020, subject to the following conditions:

a) That the owner provides the Development Approvals Section with a final plan of survey in order to enact the amending by-law; and,

b) Conditional approval shall lapse on November 24, 2022 unless Condition a) above has been met or an extension has been granted by Council.

YEAS: Councillors McCausland, Kirwan, Sizer, Cormier
CARRIED

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

Councillor Landry-Altman arrived at 1:20 p.m.

2 Deschene Road and Philippe Street, Hanmer

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

Report dated October 16, 2020 from the General Manager of Growth and Infrastructure regarding Deschene Road and Philippe Street, Hanmer.

Dave Dorland, D.S. Dorland Ltd., agent for the applicant and Marty Roy, Keystone Homes Inc., the applicant, were present.

Mauro Manzon, Senior Planner, outlined the report.

The Planning Department responded to questions from the Committee members.

Rules of Procedure

The Committee, by two-thirds majority, allowed Councillor Lapierre to speak to the matter.

The agent for the applicant and the applicant responded to questions from the Committee members.

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

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

The following resolution was presented:

PL2020-137 Kirwan/Sizer: THAT the City of Greater Sudbury approves the application by Keystone Homes Inc. to amend Zoning By-law 2010-100Z by changing the zoning classification from "RU", Rural and "H43C2", Holding General Commercial to "R3 Special", Medium Density Residential Special, "OSP Special", Open Space Private Special and "C2", General Commercial on lands described as PIN 73504-3102 and Part of PIN 73504-2283, Part of Parcel 11271 S.E.S., Part 3, Plan 53R-21074 in Lot 5, Concession 3, Township of Hanmer, as outlined in the report entitled "Deschene Road and Philippe Street, Hanmer", from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on November 9, 2020, subject to the following conditions:

a) That prior to the adoption of the amending by-law, the following condition shall be addressed:

i) That the owner provides the Development Approvals Section with a final plan of survey in order to enact the amending by-law. The survey shall delineate the lands to be rezoned R3

Special, OSP Special and C2 as set out on the preliminary site plan prepared by D.S. Dorland Limited and dated June 23, 2020 to the satisfaction of the Director of Planning Services;

b) That the amending by-law include the following site-specific provisions:

i) The only permitted uses on lands to be rezoned R3 Special shall be row dwellings with a maximum eighty (80) dwelling units and related accessory uses including a common amenity building;

ii) A gazebo and pavilion shall be permitted as accessory uses to an outdoor recreation area on lands to be rezoned OSP Special;

iii) For the purposes of this by-law, a pavilion shall be defined as a light building in an open space area used as shelter or for private entertainment.

c) Conditional approval shall lapse on November 24, 2022 unless Condition a) above has been met or an extension has been granted by Council.

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

CARRIED

Public comment was received and considered and had no effect on Planning Committee's decision as the application represents good planning.

Matters Arising from the Closed Session

Councillor Kirwan reported that the Committee met in Closed Session to deal with one (1) Proposed or Pending Acquisition or Disposition of Land Matter and the following resolution emanated therefrom:

PL2020-138 Kirwan/Landry-Altmann: THAT the City of Greater Sudbury authorize the sale of 22 Main Street, Chelmsford, legally described as PIN 73349-1361 (LT), Township of Balfour;

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.

CARRIED

Adopting, Approving or Receiving Items in the Consent Agenda

Councillor Kirwan requested that Consent Agenda Items C-4 and C-5 be pulled and dealt with separately.

The following resolution was presented:

PL2020-139 Sizer/McCausland: THAT the City of Greater Sudbury approves Consent Agenda Items C-1 to C-3 and C-6.

CARRIED

The following are the Consent Agenda Items:

Routine Management Reports

PL2020-140 Sizer/McCausland: 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 73505-0993 & 73505-0964, Part of Parcel 16001 SES, Part 20, Plan 53R-17595, Lot 7, Concession 2, Township of Hanmer, File # 780-7/05006, in the report entitled "Larocque Avenue & Municipal Road 80, Val Therese", from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on November 9, 2020, upon payment of Council's processing fee in the amount of \$1316.50 as follows:

1. In Conditions 2, 3, 4, 5, 7, 9, 15, 26, 33 by replacing the word 'Municipality' or 'City of Greater Sudbury' with 'City';

2. By deleting Condition #11 and replacing it with the following:

"11. Prior to the submission of servicing plans, the owner shall, to the satisfaction of the Director of Planning Services, provide an updated geotechnical report prepared, signed, sealed, and dated by a geotechnical engineer licensed in the Province of Ontario. Said report shall, as a minimum, provide factual information on the soils and groundwater conditions within the proposed development. Also, the report should include design information and recommend construction procedures for storm and sanitary sewers, stormwater management facilities, watermains, roads to a 20 year design life, the mass filling of land, surface drainage works, erosion control, slope stability, slope treatment and building foundations. The geotechnical information on building foundations shall be to the satisfaction of the Chief Building Official and Director of Planning Services and the Nickel District Conservation Authority. 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, if required, shall be registered on title, to the satisfaction of the Chief Building Official and City Solicitor."

3. By deleting Condition #17 and replacing it with the following:

"17. The owner agrees to provide for review and approval the required soils report, storm water, water, sanitary sewer and lot grading master planning reports and plans to the General Manager of Growth and Infrastructure and to the Nickel District Conservation Authority prior to the submission of servicing plans."

4. By replacing the word 'Siltation' with 'Sediment and Erosion' in Condition #18.

5. By inserting the following new second sentence in Condition #20:

"The report must demonstrate that each noted lot has a sufficient developable area outside of the flood plain to the satisfaction of the Nickel District Conservation Authority."

6. By deleting Condition #27 and replacing it with the following:

"27. That this draft approval shall lapse on October 14, 2022."

7. By adding a new clause (iii) in Condition #34:

"(iii) The owner provides the City with a 10 m easement to construct a pedestrian path along the future Lillian Street extension right-of-way and along the future Jeanne D'Arc Street right-of-way until such time as these road connections are constructed."

CARRIED

PL2020-141 Sizer/McCausland: THAT the City of Greater Sudbury's delegated official be directed to amend the conditions of draft plan approval for a plan of subdivision on those lands described as All of Plan M-1103, together with Part of PIN 73502-0711, Lot 6, Concession 6, Township of Blezard, City of Greater Sudbury, File 780-7/05003, as outlined in the report entitled "Main Street and Donald Street, Val Caron", from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on November 9, 2020, upon payment of City's processing fee in the amount of \$3,176.75 as follows:

a) By adding the following clause to Condition #12: "The geotechnical engineer will be required to address On-site and Excess Soil Management when the regulation comes into force."

b) By deleting Conditions #14, 15 and 16;

c) By deleting Condition #17 and replacing it with the following:

"The 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 Conservation Sudbury. 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."

d) By amending the lapsing date in Condition #31 to November 30, 2023;

e) By replacing the reference to Union Gas with Enbridge Gas in Condition #37;

f) By adding the following as Condition #42:

"The owner shall review the street configuration of the subdivision to reduce the amount of cul-de-sacs shown to improve traffic flow and to aid in winter control snow removal."

g) By adding the following as Condition #43:

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 River 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.

h) By adding the following as Condition #44:

"The owner shall submit a stormwater management report to the satisfaction of Conservation Sudbury."

CARRIED

C-3 25 Fir Lane, Sudbury - Declaration of Surplus Vacant Land

PL2020-142 Sizer/McCausland: THAT the City of Greater Sudbury declare surplus to the City's needs 25 Fir Lane, Sudbury, legally described as PIN 02138-0103(LT), Township of McKim;

AND THAT the vacant land be offered for sale to the abutting property owner pursuant to the procedures governing the sale of limited marketability surplus land as outlined in the report entitled "25 Fir Lane, Sudbury - Declaration of Surplus Vacant Land", from the General Manager of Corporate Services, presented at the Planning Committee meeting on November 9, 2020.

CARRIED

C-6 Part of Unopened Dufferin Street, Sudbury - Road Closure

PL2020-143 Sizer/McCausland: THAT the City of Greater Sudbury close by by-law part of unopened Dufferin Street, Sudbury, legally described as PIN 02135-0260(LT), part of Dufferin Street, being part of Block B, Plan 3SA, City of Greater Sudbury, and that the land be utilized as a municipal parking lot, all in accordance with the report entitled "Part of Unopened Dufferin Street, Sudbury - Road Closure", from the General Manager of Corporate Services, presented at the Planning Committee meeting on November 9, 2020.

CARRIED

Consent Agenda Items C-4 and C-5 were dealt with separately:

C-4 Howey Drive, Sudbury - Declaration of Surplus Vacant Land

The following resolution was presented:

PL2020-144 Sizer/McCausland: THAT the City of Greater Sudbury declare surplus to the City's needs the vacant land north of Howey Drive, Sudbury, legally described as part of PIN 73582-0150(LT), being Lots 106 & 107 on Plan M-131, Township of McKim;

AND THAT the vacant land be offered for sale to the abutting property owner to the east pursuant to the procedures governing the sale of limited marketability surplus land as outlined in the report entitled "Howey Drive, Sudbury - Declaration of Surplus Vacant Land", from the General Manager of Corporate Services, presented at the Planning Committee meeting on November 9, 2020.

Rules of Procedure

A Recorded Vote was held:

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

NAYS: Councillor Kirwan

CARRIED

C-5 168 Fourth Avenue, Sudbury - Declaration of Surplus Vacant Land

The following resolution was presented:

PL2020-145 Sizer/Landry-Altmann: THAT the City of Greater Sudbury declare surplus to the City's needs 168 Fourth Avenue, Sudbury, legally described as PIN 73577-0421(LT) and offer the land for sale to the abutting owner(s) pursuant to the procedures governing the sale of limited marketability surplus land, Property By-law 2008-174, as outlined in the report entitled "168 Fourth Avenue, Sudbury - Declaration of Surplus Vacant Land", from the General Manager of Corporate Services, presented at the Planning meeting on November 9, 2020.

Rules of Procedure

A Recorded Vote was held:

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

NAYS: Councillor Kirwan

CARRIED

Managers' Reports

R-1 Residential Parking Standards Review

Report dated October 15, 2020 from the General Manager of Growth and Infrastructure regarding Residential Parking Standards Review.

The following resolution was presented:

PL2020-146 Kirwan/Sizer: THAT the City of Greater Sudbury directs staff to initiate an amendment to the zoning by-law to incorporate new Residential Parking Standards no later than the end of Q1 2021, as outlined in the report entitled "Residential Parking Standards Review", from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on November 9, 2020.

CARRIED

Change of Chair

At 3:17 p.m., Councillor Cormier, vacated the chair.

Councillor Kirwan, In the Chair

Councillor Cormier departed at 3:18 p.m.

R-2 Small and Tiny Homes

Report dated October 15, 2020 from the General Manager of Growth and Infrastructure regarding Small and Tiny Homes.

The following resolution was presented:

PL2020-147 McCausland/Sizer: THAT the City of Greater Sudbury directs staff to undertake the action items set out in the report entitled "Small and Tiny Homes", from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on November 9, 2020 as part of the 2021 Work Plan.

CARRIED

Referred and Deferred Matters

R-3 Greenwood Subdivision, Sudbury

Report dated October 16, 2020 from the General Manager of Growth and Infrastructure regarding Greenwood Subdivision, Sudbury.

Motion for Deferral

Councillor Landry-Altmann moved to defer this item to the Planning Committee Meeting of December 14, 2020 to allow ward Councillor Leduc to be present.

DEFERRED

Members' Motions

No Motions were presented.

Correspondence for Information Only

I-1 Bill 108 and the Ontario Heritage Act

Report dated October 7, 2020 from the General Manager of Growth and Infrastructure regarding Bill 108 and the Ontario Heritage Act.

For Information Only.

The following resolution was presented:

PL2020-148 Sizer/Landry-Altmann: THAT the City of Greater Sudbury directs staff to forward the "Bill 108 and the Ontario Heritage Act" report presented at the November 9, 2020 Planning Committee meeting as the City's comments on the proposed Heritage Act Regulations, as outlined in the October 7, 2020 report from the General Manager of Growth and Infrastructure.

CARRIED

Addendum

No Addendum was presented.

Civic Petitions

No Civic Petitions were submitted.

Question Period

No Questions were asked.

Adjournment

PL2020-149 Landry-Altmann/McCausland: THAT this meeting does now adjourn. Time: 4:11 p.m.

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

Minutes

City Council Minutes of 11/10/20

Location: Tom Davies Square -
Council Chamber /
Electronic
Participation

Commencement: 4:03 PM

Adjournment: 9:00 PM

His Worship, Mayor Brian Bigger, In the Chair

Present Councillors Signoretti [A 4:12 p.m.], Montpellier, McCausland, Kirwan, Lapierre [A 4:17 p.m.], Jakubo, Sizer, McIntosh, Cormier, Leduc, Mayor Bigger

City Officials Ed Archer, Chief Administrative Officer; Kevin Fowke, General Manager of Corporate Services; Steve Jacques, General Manager of Community Development; Joseph Nicholls, General Manager of Community Safety; Ed Stankiewicz, Executive Director of Finance, Assets and Fleet; Ian Wood, Executive Director of Strategic Initiatives, Communication and Citizen Services; Eric Labelle, City Solicitor and Clerk; Kelly Gravelle, Deputy City Solicitor; Aaron Archibald, Director of Long Term Care Services [D 4:21 p.m.]; Joanne Kelly, Director of Human Resources and Organizational Development; Marie Litalien, Acting Director of Communications and Community Engagement; Jesse Oshell, Deputy Fire Chief; Brian Morrison, Assistant Deputy Chief; Steve Facey, Manager of Financial Planning and Budgeting; Glenda Gauthier, Manager of Resident Care, Pioneer Manor [D 4:21 p.m.]; Meredith McNeil, Human Resources Business Partner [D 4:21 p.m.]; Gabrielle Servais, Human Resources Business Partner; Ron Foster, Auditor General; Melissa Zanette, Chief of Staff

Closed Session

The following resolution was presented:

CC2020-265 Jakubo/Leduc: THAT the City of Greater Sudbury move to Closed Session to deal with two (2) Labour Relations / Employee Negotiations item regarding an Interest Arbitration and regarding negotiations with ONA and 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).

CARRIED

At 4:04 p.m., Council moved into closed session.

Recess At 5:36 p.m. Council recessed.

Reconvene At 6:00 p.m., Council commenced the Open Session in the Council Chambers.

His Worship Mayor Brian Bigger, In the Chair

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

City Officials Ed Archer, Chief Administrative Officer; Kevin Fowke, General Manager of Corporate Services; Tony Cecutti, General Manager of Growth and Infrastructure; Steve Jacques, General Manager of Community Development; Joseph Nicholls, General Manager of Community Safety; Ed Stankiewicz, Executive Director of Finance, Assets and Fleet; Ian Wood, Executive Director of Strategic Initiatives, Communication and Citizen Services; Marie Litalien, Acting Director of Communications and Community Engagements; Joanne Kelly, Director of Human Resources and Organizational Development; Kelly Gravelle, Deputy City Solicitor; Meredith Armstrong, Acting Director of Economic Development; Ron Foster, Auditor General; Melissa Zanette, Chief of Staff; Eric Labelle, City Solicitor and Clerk; Lisa Locken, Clerk's Services Assistant; Anessa Basso, Clerk's Services Assistant

Rules of Procedure

Councillor Landry-Altmann moved to alter the order of the agenda to deal with Managers' Report R-2 Cultural Heritage Evaluation - 162 Mackenzie Street, Sudbury, immediately following the Community Delegations.

CARRIED BY TWO-THIRDS MAJORITY

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

Community Delegations

- 1 Sudbury Shared Harvest
Carrie Regenstrief, Executive Director, provided an electronic presentation regarding Sudbury Shared Harvest for information only.
- 2 Uptown CAN Heritage Committee
Cortney St. Jean, Chair, Izabel Amaral, Member and Ted Wilson, Member, provided an electronic presentation regarding Uptown CAN Heritage Committee for information only.

Managers' Reports

R-2 Cultural Heritage Evaluation - 162 Mackenzie Street, Sudbury

Report dated October 26, 2020 from the General Manager of Growth and Infrastructure regarding Cultural Heritage Evaluation - 162 Mackenzie Street, Sudbury.

The following resolution was presented:

CC2020-266 Landry-Altmann/Leduc: THAT the City of Greater Sudbury directs staff to issue Notice of Intent to Designate under the Ontario Heritage Act for 162 Mackenzie Street, Sudbury;

AND THAT the City of Greater Sudbury directs staff to work with the owner of 162 Mackenzie Street and consult with the Municipal Heritage Advisory Panel on a draft designation by-law for Council's consideration, as outlined in the report entitled "Cultural Heritage Evaluation - 162 Mackenzie Street, Sudbury", presented at the City Council meeting on November 10, 2020.

Rules of Procedure

Councillor Landry-Altmann presented the following amendment:

CC2020-266-A1 Landry-Altmann/Cormier: That the resolution be amended to replace the second paragraph with the following:

AND THAT the City of Greater Sudbury directs staff to work with the owner of 162 Mackenzie Street, further consult with the Municipal Heritage Advisory Panel and present a by-law to designate the property at the Council meeting on December 15th, 2020 subject to any objections received under the Ontario Heritage Act, as outlined in the report entitled "Cultural Heritage Evaluation - 162 Mackenzie Street, Sudbury", presented at the City Council meeting on November 10, 2020.

CARRIED

The resolution as amended was presented:

CC2020-266 Landry-Altmann/Leduc: THAT the City of Greater Sudbury directs staff to issue Notice of Intent to Designate under the Ontario Heritage Act for 162 Mackenzie Street, Sudbury;

AND THAT the City of Greater Sudbury directs staff to work with the owner of 162 Mackenzie Street, further consult with the Municipal Heritage Advisory Panel and present a by-law to designate the property at the Council meeting on December 15th, 2020, subject to any objections received under the Ontario Heritage Act, as outlined in the report entitled "Cultural Heritage Evaluation - 162 Mackenzie Street, Sudbury", presented at the City Council meeting on November 10, 2020.

CARRIED

Rules of Procedure

Councillor Leduc moved to alter the order of the agenda to deal with Members' Motions.

CARRIED BY TWO-THIRDS MAJORITY

Members' Motions

M-1 Request For Report - Assumption of Joe Lake Road East and Dixon Lake Road

The following resolution was presented:

CC2020-267 Lapierre/Jakubo: WHEREAS on December 6th, 1999 the City of Valley East Council passed resolution #99-07 to assume Joe Lake Road East and Dixon Lake Road;

AND WHEREAS, on January 31st 2000, City Council of the City of Valley East passed resolution #2000-01 that "instructed staff to establish, by survey, the present location of the roadway and the feasibility of acquiring a 20 meter right-of-way and that a report be brought to Council", as well as "Hire an Engineering Consultant to review the alignment or realignment of the existing camp roads, and establish costs and details of the work to be done to achieve a reasonable safety standard";

AND WHEREAS on December 13th, 2001 City Council of the City of Greater Sudbury passed bylaw #2001-314A that "all previous policies of the former municipalities relating to private road assumption are hereby repealed" & "resolutions (99-07, 99-08, 99-09) and 2001 – 01 of the former City of Valley East are hereby repealed";

AND WHEREAS due to the geography, location & road boundaries of City versus private roads in the vicinity of Joe Lake Road East, as well as the safety of the road maintenance and plow operators, City trucks utilize a portion of Joe Lake Road East to access a safe location to turn around;

AND WHEREAS residents along Joe Lake Road East and Dixon Lake Road have been in continuous contact with City staff to receive updates as to what maintenance is required to maintain an MTO standard for these roads and have ensured that those maintenance standards continue to be met in order to increase their chances of having the City assume those roads;

AND WHEREAS residents along Joe Lake Road East and Dixon Lake Road have spent in excess of \$200,000.00 since 2000 to ensure proper maintenance, as well as \$20,000.00 in multiple land surveys;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury directs City staff to prepare a report, to be brought back to the Operations Committee by the end of May, 2021, to include all pertinent background information and documentation relating to the assumption of Joe Lake road East and Dixon Lake Road, as well as recommendations/options for the City of Greater Sudbury to assume part or all of Joe Lake Road East and Dixon Lake Road as previously approved by the City of Valley East.

CARRIED

Rules of Procedure

Councillor Sizer presented a motion regarding a business case regarding support for the Sudbury Shared Harvest program and asked that notice be waived.

WAIVED BY TWO-THIRDS MAJORITY

The following resolution was presented:

CC2020-268 Sizer/McCausland: WHEREAS Sudbury Shared Harvest began in 2013 with a

group of people as Fruit for All to connect people having surplus fruit growing on their properties with soup kitchens and other community food programs;

AND WHEREAS the group evolved over the years, partnering with groups such as Eat Local Sudbury Cooperative, incorporating vegetable donations, registering as a non-profit and creating Edible Forest Gardens in various locations across the City;

AND WHEREAS its mission is to cultivate community health by connection people, the food they eat and the land it comes from, by supporting people in gaining the knowledge, skills and resources they need to access or grow their own food in a way that enhances our urban environment;

AND WHEREAS Sudbury Shared Harvest requires stable operating funds for 2021 and beyond;

THEREFORE IT BE RESOLVED that the City of Greater Sudbury directs that staff prepare a business case for Council's consideration during the 2021 budget deliberations to provide a grant to Sudbury Shared Harvest in the sum of \$30,000.

CARRIED

Rules of Procedure

Councillor Leduc presented a motion regarding warming station services and asked that notice be waived.

WAIVED BY TWO-THIRDS MAJORITY

The following resolution was presented:

WHEREAS there continues to be a gap in identified winter shelter needs and options;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury direct staff to, working collaboratively to address the concerns relative to the downtown core, prepare and execute a service agreement with Independent Living Sudbury Manitoulin on a single source basis for an amount not to exceed \$175,000 that provides 9 hours per day of warming station services up to April 30, 2021, with terms that include:

- temporary facilities suitable for the service
- meals for up to 66 people per day, twice per day
- on-site social services
- on-site security
- appropriate washroom facilities, with a cleaning regimen that reflects Public Health Sudbury and Districts guidance
- sufficient, appropriate staff training
- other terms to the satisfaction of the Director of Legal Services

AND BE IT FURTHER RESOLVED that a donation of \$50,000 be received from the United Way to fund this service, subject the provision of a letter from the City of Greater Sudbury acknowledging the United Way's donation;

AND BE IT FURTHER RESOLVED that the balance of required funds for this agreement be provided by the Tax Rate Stabilization Reserve.

Resolution to Proceed Past 9:00 p.m.

CC2020-269 Landry-Altmann/Kirwan: THAT this meeting proceeds past the hour of 9:00 p.m.

Rules of Procedure

A Recorded Vote was held:

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

NAYS: Councillors Signoretti, Montpelier, McCausland, Lapierre, Jakubo, Sizer, McIntosh, Mayor Bigger
DEFEATED BY TWO-THIRDS MAJORITY

By-Laws

The following resolution was presented:

CC2020-270 Signoretti/Sizer: THAT the City of Greater Sudbury read and pass By-law 2020-162 and By-law 2020-164 to and including By-law 2020-166Z.

CARRIED

The following are the by-laws:

2020-162 A By-law of the City of Greater Sudbury to Confirm the Proceedings of Council at its Meeting of November 10th, 2020

2020-163 This by-law was not passed.

2020-164 By-law of the City of Greater Sudbury to Amend By-law 2010-1 being a By-law to Regulate Traffic and Parking on Roads in the City of Greater Sudbury
Operations Committee Resolutions #OP2019-02
(This by-law amends By-law 2010-1 to reflect current parking and traffic regulations.)

2020-165Z A By-law of the City of Greater Sudbury to Amend By-law 2010-100Z Being the Comprehensive Zoning By-law for the City of Greater Sudbury
Planning Committee Resolution #PL2019-50 amended by #PL2020-133
(This by-law rezones the subject property to a revised "I(26)", Institutional Special in order to add commercial uses to the existing site-specific zoning - LIUNA Local 493 Property Corporation - 584 Clinton Avenue, Sudbury.)

2020-166Z A By-law of the City of Greater Sudbury to Amend By-law 2010-100Z Being the Comprehensive Zoning By-law for the City of Greater Sudbury
Planning Committee Resolution #PL2020-118
(This by-law rezones the subject lands to an amended "C4(5)", Office Commercial Special in order to permit the use of the site as a business office by reducing the parking and loading space requirements - Design De Plume - 131 Pine Street, Sudbury.)

Adjournment

Automatic Adjournment at 9:05 p.m.

The following items were not addressed at the meeting:

Matters Arising from the Closed Session

Matters Arising from Community Services Committee

Matters Arising from Emergency Services Committee

Matters Arising from Finance and Administration Committee

October 20, 2020

November 3, 2020

Matters Arising from Hearing Committee

Matters Arising from Operations Committee

Adopting, Approving or Receiving Items in the Consent Agenda

Minutes

C-1 Finance and Administration Committee Minutes of September 15, 2020

C-2 City Council Minutes of September 22, 2020

C-3 Planning Committee Minutes of October 5, 2020

Routine Management Reports

C-4 Request to Establish a Community Action Network in Ward 10

Report dated October 28, 2020 from the Chief Administrative Officer regarding Request to Establish a Community Action Network in Ward 10.

C-5 Greater Sudbury Community Action Networks Request for Exemptions due to COVID-19

Report dated October 28, 2020 from the Chief Administrative Officer regarding Greater Sudbury Community Action Networks Request for Exemptions due to COVID-19.

Presentations

1 Update on COVID-19 Response and Planning

Managers' Reports

R-1 Taxi Fare Review

Report dated October 20, 2020 from the General Manager of Corporate Services regarding Taxi Fare Review.

Addendum

Civic Petitions

Question Period

Mayor Brian Bigger, Chair

Eric Labelle, City Solicitor and Clerk

Minutes

Operations Committee Minutes of 11/16/20

Location: Tom Davies Square -
Council Chamber /
Electronic
Participation

Commencement: 2:01 PM

Adjournment: 3:25 PM

Councillor McIntosh, In the Chair

Present Councillors Signoretti, McCausland, Kirwan, McIntosh, Leduc
Councillor Sizer [D 3:19 p.m.]

City Officials Tony Cecutti, General Manager of Growth and Infrastructure; Joe Rocca, Traffic and Asset Management Supervisor; Michael Loken, Manager of Wastewater Treatment; Marisa Talarico, Active Transportation Coordinator; Christine Hodgins, Deputy City Clerk; Anessa Basso, Clerk's Services Assistant; Franca Bortolussi, Administrative Assistant to the City Solicitor and Clerk

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

Managers' Reports

R-1 Traffic and Parking By-law Amendment - Designated Centre Lane of Roadway for Left Turns Only on Elm Street

Report dated October 26, 2020 from the General Manager of Growth and Infrastructure regarding Traffic and Parking By-law Amendment - Designated Centre Lane of Roadway for Left Turns Only on Elm Street.

The following resolution was presented:

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 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

R-2 Open Streets in Greater Sudbury

Report dated October 26, 2020 from the General Manager of Growth and Infrastructure regarding Open Streets in Greater Sudbury.

Rules of Procedure

Councillor McIntosh requested that the resolution be split into two resolutions.

CARRIED BY TWO-THIRDS MAJORITY

The following resolution was presented:

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, McCausland, Kirwan, Leduc, McIntosh

DEFEATED

The following resolution was presented:

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

Members' Motions

M-1 Request for Speed Humps - Attlee Avenue and Westmount Avenue

The following resolution was presented:

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 install speed humps along Attlee Avenue, between Soloy Drive and Stonegate Drive, as well as on Westmount Avenue between Barrydowne Road and Attlee Avenue, in the spring of 2021, the best specific locations for which can be determined by staff, to be funded from the tax rate stabilization reserve fund.

Recess

At 2:33 p.m., Committee recessed.

Reconvene

At 2:38 p.m., Committee reconvened.

Rules of Procedure

Councillor Leduc presented the following amendment:

OP2020-30-A1 Leduc/Kirwan: THAT the motion be amended to revise the operative clause to read as follows:

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

Rules of Procedure

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

The following is the resolution as amended:

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

Change of Chair

At 3:01 p.m., Councillor McIntosh, vacated the chair.

Councillor Signoretti, In the Chair

Councillor McIntosh presented a Motion regarding a request for a business case to create an Urban Forest Master Plan and asked that the notice be waived.

WAIVED BY TWO-THIRDS MAJORITY

The following resolution was presented:

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

Change of Chair

At 3:13 p.m., Councillor Signoretti, vacated the chair.

Councillor McIntosh, In the Chair

Correspondence for Information Only

I-1 Wastewater Operational Savings

Report dated October 28, 2020 from the General Manager of Growth and Infrastructure regarding Wastewater Operational Savings.

For Information Only.

Councillor Sizer departed at 3:19 p.m.

Addendum

No Addendum was presented.

Civic Petitions

Councillor Signoretti submitted a petition to the Deputy City Clerk which will be forwarded to the General Manager of Growth and Infrastructure. The petition is regarding traffic calming measures in the Moonglo neighborhood, Sudbury.

Question Period

Please visit:

<https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1492&lang=en> to view questions asked.

Adjournment

OP2020-32 McIntosh/McCausland: THAT this meeting does now adjourn. Time: 3:25 p.m.

Christine Hodgins, Deputy City
Clerk

Minutes

Community Services Committee Minutes of 11/16/20

Location:	Tom Davies Square - Council Chamber / Electronic Participation
Commencement:	4:32 PM
Adjournment:	6:10 PM

Councillor Lapierre, In the Chair

Present Councillors McCausland, Kirwan, Lapierre [D 5:24 p.m.], Sizer, McIntosh, Leduc

City Officials Steve Jacques, General Manager of Community Development; Tyler Campbell, Director of Leisure Services; Aaron Archibald, Director of Long Term Care Services; Michelle Ferrigan, Director of Transit Services; Sherri Moroso, Community Development Coordinator; Glenda Gauthier, Manager of Resident Care; Christine Hodgins, Deputy City Clerk; Anessa Basso, Clerk's Services Assistant; Franca Bortolussi, Administrative Assistant to the City Solicitor and Clerk

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

Rules of Procedure

Councillor Lapierre moved that the order of the agenda be altered to deal with the Members' Motions at this time.

CARRIED BY TWO-THIRDS MAJORITY

Members' Motions

Rules of Procedure

Councillor Lapierre presented a Motion regarding a request for a business case to advance the Valley East Twin Pad Multipurpose Sports Complex and asked that the notice be waived.

WAIVED BY TWO-THIRDS MAJORITY

Change of Chair

At 4:40 p.m., Councillor Lapierre, vacated the chair.

Councillor McCausland, In the Chair

The following resolution was presented:

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

Change of Chair

At 4:42 p.m., Councillor McCausland, vacated the chair.

Councillor Lapierre, In the Chair

Community Delegations

1 Flour Mill Urban Farm

Inga Kaletka, Executive Director, Social Planning Council and Miranda MacLeod, Flour Mill Community Farm Coordinator provided an electronic presentation regarding the expansion of farm programming for information only.

2 Seniors' Advisory Panel and Age Friendly Strategy Committee

Barb Nott, Co-Chair, Seniors' Advisory Committee, Birgit Pianosi, Member, Age Friendly Committee and Barb Eles, Member, Age Friendly Committee provided an electronic presentation regarding the progress made towards becoming an age friendly community for information only.

Change of Chair

At 5:23 p.m., Councillor Lapierre, vacated the chair.

Councillor McCausland, In the Chair

Councillor Lapierre departed at 5:24 p.m.

Managers' Reports

R-1 2021 Provincial Child Care Administration Funding Reduction

Report dated October 29, 2020 from the General Manager of Community Development regarding 2021 Provincial Child Care Administration Funding Reduction.

The following resolution was presented:

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

R-2 Children's Aid Transit Bus Pass Subsidy

Report dated October 28, 2020 from the General Manager of Community Development regarding Children's Aid Transit Bus Pass Subsidy.

The following resolution was presented:

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

Correspondence for Information Only

I-1 Pioneer Manor - 3rd Quarter Report

Report dated October 28, 2020 from the General Manager of Community Development regarding Pioneer Manor - 3rd Quarter Report.

For Information Only.

Addendum

No Addendum was presented.

Civic Petitions

No Civic Petitions were submitted.

Question Period

No Questions were asked.

Adjournment

CS2020-26 McIntosh/Kirwan: THAT this meeting does now adjourn. Time: 6:10 p.m.

CARRIED

Christine Hodgins, Deputy City
Clerk

For Information Only

COVID-19 Update - November 24, 2020

Presented To:	City Council
Presented:	Tuesday, Dec 15, 2020
Report Date	Wednesday, Nov 25, 2020
Type:	Managers' Reports

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report is informed by all of the Strategic Objectives outlined in the City of Greater Sudbury Strategic Plan 2019-2027, specifically:

- Asset Management and Service Excellence
- Business Attraction, Development and Retention
- Climate Change
- Economic Capacity and Investment Readiness
- Housing
- Create a Healthier Community
- Strengthen Community Vibrancy

Report Summary

This report is the thirteenth Council Update on the COVID-19 Pandemic Emergency and builds on the information provided in the previous reports on the April 7, May 5, May 19, June 9, June 23, July 7, August 12, September 8, September 22 and October 6, October 20 and November 10 Council Agendas.

Financial Implications

There are no financial implications for this report.

Signed By

Report Prepared By

Ian Wood
Executive Director of Strategic
Initiatives, Communication and Citizen
Services
Digitally Signed Nov 25, 20

Financial Implications

Steve Facey
Manager of Financial Planning &
Budgeting
Digitally Signed Nov 25, 20

Recommended by the Department

Ian Wood
Executive Director of Strategic
Initiatives, Communication and Citizen
Services
Digitally Signed Nov 25, 20

Recommended by the C.A.O.

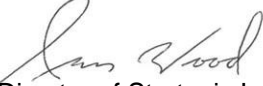
Ed Archer
Chief Administrative Officer
Digitally Signed Nov 25, 20



Type of Decision									
Meeting Date	November 24, 2020				Report Date	November 20, 2020			
Decision Requested		Yes	X	No	Priority		High		Low
	Direction Only				Type of Meeting	X	Open		Closed


Report Title
COVID 19 RESPONSE UPDATE

Resolution		Relationship to the Strategic Plan/Health Impact Assessment	
For Information Only		<p>This report is informed by all of the Strategic Objectives outlined in the City of Greater Sudbury Strategic Plan 2019-2027, specifically:</p> <ul style="list-style-type: none"> • Asset Management and Service Excellence • Business Attraction, Development and Retention • Climate Change • Economic Capacity and Investment Readiness • Housing • Create a Healthier Community • Strengthen Community Vibrancy 	
	Resolution Continued		Background Attached

Report Summary	Financial Implications
<p>This report is the thirteenth Council Update on the COVID-19 Pandemic Emergency and builds on the information provided in the previous reports on the April 7, May 5, May 19, June 9, June 23, July 7, August 12, September 8, September 22 and October 6, October 20 and November 10 Council Agendas.</p>	<p>There are no financial implications for this report.</p>

Report Prepared By	Division Review
<p>Ian Wood  Executive Director of Strategic Initiatives, Communications and Citizen Services</p>	<p>NA</p>

Recommended by the Department	Financial Implications
<p>Ian Wood  Executive Director of Strategic Initiatives, Communications and Citizen Services</p>	<p> Steve Facey Manager of Financial Planning and Budgeting</p>

Recommended by the C.A.O.
<p> Ed Archer Chief Administrative Officer</p>

A: INTRODUCTION

On November 3, the Province of Ontario introduced a new framework for COVID-19 response. Entitled *Keeping Ontario Safe and Open*, the framework (attached as Appendix B) introduced a colour-coded system intended to clearly identify the level of risk in each of Ontario's 39 public health jurisdictions.

On November 13, the Minister of Health updated the new framework with revised criteria for each of the levels. At the same time, the province announced which categories apply for each of the public health regions. In the case of Public Health Sudbury and Districts (PHSD), a recent spike in cases resulted in a Yellow designation for this area, beginning on Monday November 16.

The Yellow (Protect – Enhanced Measures) designation is meant to trigger enhanced targeted enforcement, fines, and enhanced education to limit further transmission. Additional public health measures and restrictions come into force in high risk settings. For municipal services, the main impact is a requirement to increase the distance between users in CGS fitness centres.

The province has indicated that this new designation will last for two weeks and will be reviewed each week. Changes in designation for individual public health regions will be based on data trends and announced on Fridays.

Local numbers of new and active cases rose significantly in the first two weeks of November but have levelled off in recent days and begun to decline. As outlined by PHSD, private social gatherings and links within households were common places where cases were exposed to COVID-19. Most of the cases were under the age of 40 (85%); and, many (80%) were under the age of 30. This is different from wave 1 but is consistent with activity in the province and across Canada during wave 2.

B: CURRENT STATUS

As has been previously indicated in the CAO's Quarterly Performance Update on November 17, with the exception of Museums, all CGS services are available in full or modified form. Additional details on the current status of services and changes anticipated in the next few months are contained in the attached matrix (Appendix A).

Staff from Growth and Infrastructure worked closely with colleagues at Health Sciences North to expedite inspections and approvals so that the move of the COVID-19 Assessment Centre from Walford Road to Regent Street could be accomplished smoothly and efficiently.

As outlined in the services matrix, services for vulnerable populations in the city core have been significantly enhanced because of increased demand, the effects of the pandemic and the impending onset of winter conditions. Community Development staff have worked diligently to assemble a network of partners and shared services to ensure round-the-clock access to warming spaces as well as accessible food services. This approach will be monitored to ensure it is effective and will remain in place until the spring.

C. NEXT STEPS

Leaders within the corporation have each reviewed their services, staff and resources. Each has developed contingency plans to respond if the second wave has a larger impact on the community and, in turn, on the corporation's ability to deliver services.

CGS Communications are working with the Mayor's Office to enhance existing messaging and share the urgency of personal responsibility to moderate the potential impacts of COVID-19 in Greater Sudbury. Staff will continue to support the Community Control Group and actively plan for possible second wave scenarios and potential responses.

Council will receive an update at the meeting of December 15, 2020.

D: REFERENCES

COVID-19 Update, Report to Council April 7, 2020 –
<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=30201.pdf>

COVID-19 Update, Report to Council May 5, 2020 –
<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=30180.pdf>

COVID-19 Update, Report to Council May 19, 2020 –
<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=30315.pdf>

COVID-19 Update, Report to Council June 9, 2020 –
<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=30461.pdf>

COVID-19 Update, Report to Council June 23, 2020 –
<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=30590.pdf>

COVID-19 Update, Report to Council July 7, 2020 –
<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=30679.pdf>

COVID-19 Update, Report to Council August 12, 2020 –
<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=30876.pdf>

COVID-19 Update, Report to Council September 8, 2020 –
<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=31178.pdf>

COVID-19 Update, Report to Council September 22, 2020 –
<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=31260.pdf>

COVID-19 Update, Report to Council October 6, 2020 –
<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=31372.pdf>

COVID-19 Update, Report to Council October 20, 2020 –
<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=14&id=1478>

COVID-19 Update, Presentation to Council November 10, 2020 –
<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=33612.pdf>

Appendix A: Status of CGS Services November 19, 2020

SERVICE	CURRENT STATUS	PLANNED AND/OR ONGOING CHANGES	SERVICE LEVEL IMPACTS
Accounting, Purchasing and Payroll	Services continue to be fully available.	Technology continues to be introduced throughout work processes that will have positive effects on service timeliness and access (i.e more paperless processes, expanded payment options).	N/A
Animal Control and Shelter Services	<p>Appointments required and safety measures in place to ensure physical distancing at the shelter. In comparison to 2019, the shelter has experienced a 50% increase in animal surrenders from March 23 to November 18. Overall, supported the same number of adoptions year over year, even when adjusting through COVID.</p> <p>Between March 23 and November 18, the department received 1,738 complaints within Animal Control. Service for animal control complaints remains in place seven days a week, with officers responding to calls until 8 p.m. on weekdays and from 7 a.m. to 7 p.m. on weekends.</p>	Current service level changes will remain in place for now.	N/A
Arenas	<p>Based on demand analysis through the ice allocation process, 15 of the City's 16 ice pads are open for minor sport, adult and commercial bookings. Guidelines in place for arena users and available at: www.greatersudbury.ca/play/arenas/arena-pdf-documents/greater-sudbury-arena-user-group-covid-guidelines-pdf/</p>	Recreational skating programs will resume starting December 5, 2020. To ensure capacity restrictions are followed as per provincial regulations, residents will be required to preregister for sessions.	Due to provincial restrictions on social gathering limits, community centres located at arenas are not available for booking by third parties.

Appendix A: Status of CGS Services November 19, 2020

SERVICE	CURRENT STATUS	PLANNED AND/OR ONGOING CHANGES	SERVICE LEVEL IMPACTS
Building Inspections	Field / building inspections continue, with safety measures in place.	N/A	N/A
Building Permits and Approvals	<p>In-person customer service continues on the main floor of Tom Davies Square. Electronic submissions and application dropoffs continue.</p> <p>Appointments and electronic submissions continue to be encouraged, including property search requests for real estate transactions and letters of opinion for Zoning and Legal Non-Conforming requests.</p>	Current service adjustments will remain in place for the foreseeable future.	N/A
Cemetery Services	Cemetery services continue with safety measures in place, in line Bereavement Authority of Ontario (BAO) directives.	With Greater Sudbury now in the 'Yellow' level as per the Province, masks are now required at all services (indoor and outdoor). Funeral services conducted by a Funeral Director are permitted a maximum of 50 attendees (indoor) and 100 attendees (outdoor). Funeral Directors must provide a supervisor for every ten attendees. A maximum of 20 attendees (indoor) or 25 (outdoor) is permitted if a funeral is conducted by the family only with no Funeral Director present, due to limited City resources.	With the restrictions placed on funeral services and gatherings this year, residents have opted to delay services until provincial guidelines are loosened. Staff are planning for resource challenges in 2021 should capacity limits be lifted.

Appendix A: Status of CGS Services November 19, 2020

SERVICE	CURRENT STATUS	PLANNED AND/OR ONGOING CHANGES	SERVICE LEVEL IMPACTS
Children Services	<p>No in-person program quality site visits are being done, however virtual consultations continue.</p> <p>Children Services Representatives continue to process childcare subsidy applications virtually by appointment. Staff continue to work through provincial updates to determine service impacts.</p>	<p>In-person program quality visits will not resume until 2021 – date to be determined.</p> <p>Province has permitted licensed childcare and EarlyON Centres to fully re-open in September, however staffing and space limitations will impact capacity at this time. EarlyON Child and Family Centres are planning for in person reopening with a date to be determined, and continue to provide virtual programming at this time.</p>	<p>Number of childcare subsidy recipients in 2020 will be lower than budgeted due to facility closures.</p> <p>Total number of licensed spaces lower than forecasted due to capacity limits.</p>
Citizen Services	<p>The Tom Davies Square Citizen Service Centre reopened to the public on July 13, with all services available via walk-in. As part of the overall strategy to streamline front-counters at TDS, two of the four counters are being used by staff from other departments to ensure residents can access all front counter services on the main floor.</p> <p>The Chelmsford, Lively and Valley East Citizen Service Centre/Libraries are open to the public Monday to Friday; 2 hours/day for curbside pickup and 3 hours/day for In-Branch municipal and library services.</p>	<p>TDS CSC walk-in traffic for services is lower than usual, but increasing as more residents become aware of reopening. A fourth counter has been added at the CSC so that additional staff can be scheduled during peak times, such as the days leading up to Tax Due Dates.</p> <p>Work has continued toward the Council approved renovation for a One Stop Shop service counter at Tom Davies Square. While maintaining focus on key drivers of visitor and staff safety, addressing security concerns and ensuring the highest level of customer service is delivered, this project is currently in line with identified targets for the project schedule, which forecasts construction beginning in late Q4 and a completion date in late Q2 2021.</p>	N/A

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SERVICE	CURRENT STATUS	PLANNED AND/OR ONGOING CHANGES	SERVICE LEVEL IMPACTS
Citizen Services (continued)	<p>The Capreol, Dowling and Garson Public Libraries/Citizen Service Centres are open from 9 a.m. to 2 p.m. on Mondays, Wednesdays and Fridays, and from 2 to 7 p.m. on Tuesdays and Thursdays.</p> <p>Appointments are offered for more complicated transactions (e.g. marriage licences, cemetery services etc.) so that the service may be offered outside of established in-branch hours</p>	An ongoing examination of hours of operation continues should there be extended demands or circumstances that may impact operations or the requirement for enhanced measures to keep employees and the general public safe.	
Clerk's Services and Council Support	Continued support for Council and Committee meetings. Electronic meetings continue. Electronic processes implemented where possible to facilitate access to services. Other services, such as document commissioning and burial permits, available in person or in modified electronic form. Wedding solemnizations remain on pause.	Wedding solemnizations may resume in 2021, subject to appropriate restrictions on group sizes and physical distancing measures.	N/A
Communications and Engagement	Communications team continues to support day-to-day and strategic communications for internal business partners, as well as support COVID-19 municipal and joint Community Control Group partner initiatives.	No change.	Team continues to manage increased volume of work due to COVID-19, while maintaining and serving existing business partners.

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SERVICE	CURRENT STATUS	PLANNED AND/OR ONGOING CHANGES	SERVICE LEVEL IMPACTS
Community and Strategic Planning	Long-range planning, aerial photo and mapping and GIS services continue to be delivered.	Long-range planning public engagement sessions planned for the fall and winter will occur online, supported by in-person engagement.	N/A
Community Grants	HCI applications are being accepted and processed as usual.	<p>The 2020 Community Grants were approved at the Finance and Administration Committee meeting of April 14, 2020.</p> <p>HCI: Funds for approved grants toward initiatives of a social nature, such as festivals, are not allocated until the applicant confirms the event can safely proceed. The timelines to expend approved grant requests issued in 2020 have been reasonably extended into 2021 for initiatives that have been postponed due to public health restrictions.</p>	HCI: Approved and pre-approved capital projects may be delayed based on availability of external resources and Leisure Services' capacity. Final decisions on funding requests may be delayed based on other priorities in response to COVID-19.
Community Paramedic Care	<p>Community Paramedics working under a service agreement with HSN Assessment Centre completing in home COVID19 testing.</p> <p>Care Transitions Community Paramedics are completing more virtual and phone visits with patients, adjusting service delivery with an effort of reducing exposures.</p> <p>Community Paramedic Health Promotion programs being delivered virtually in social service buildings within the city.</p>	<p>The Community Paramedic Section is supporting Public Health Sudbury & Districts by providing staff to support public flu clinics hosted at PHSD.</p> <p>With the rise of COVID-19 cases in the region, Ontario Health is forming Sudbury Mobile Enhancement and Support Teams. These teams will be implemented as an urgent response to critical health human resource shortages across the LTC sector. Paramedic Services is currently evaluating resources and the feasibility of the Paramedic role on such a team.</p>	Community Paramedic Enhancement funding awarded by the NELHIN through the High Intensity Supports at Home and Expanding Community Paramedicine funding. This funding will see a new CP program operating by December 1, 2020. CP's will be providing clinical services, as part of a multidisciplinary team to high intensity needs ALC patients in the community.

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SERVICE	CURRENT STATUS	PLANNED AND/OR ONGOING CHANGES	SERVICE LEVEL IMPACTS
Community Paramedic Care (continued)			<p>Paramedic Services has received short-term funding to support a regional model that provides COVID patients with remote clinical care and monitoring in the community. This Ontario Health funding is a CP enhancement that will see the start of a new CP program partnering with other allied health care services in Sudbury. This new service, set to start by the end of November, will provide full wrap around care to high-risk COVID-19 positive patients throughout the course of their illness.</p>
Compensation and Benefits	<p>Processes have been modified, including increased use of electronic forms for employee documentation. Job evaluation committee meetings have resumed.</p>	<p>Continue to use technology to adjust business processes and streamline activities. Service recognition for employees will resume, although enterprise-wide recognition events will be delayed until 2021.</p>	<p>Recognition Gala to be scheduled in 2021. Service year award recipients for 2020 will be made aware of their award, but they will be presented in 2021.</p>

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SERVICE	CURRENT STATUS	PLANNED AND/OR ONGOING CHANGES	SERVICE LEVEL IMPACTS
Construction Services	<p>Continues to deliver all services with inspection and survey staff reporting directly to the project site whenever possible.</p> <p>With the construction season coming to an end, some employees will have an opportunity to work from home, and seasonal staff are coming to the conclusion of their employment.</p>	<p>Some productivity loss anticipated due to the enhanced health and safety requirements associated with COVID-19.</p> <p>Additional overtime required due to difficulty filling seasonal positions and cancellation of the student program.</p> <p>Some employees moving from site work to the office or working from home.</p>	N/A
Crossing Guards	There are 20 Crossing Guard locations active.	Crossing guards required to wear a mask when at work.	N/A
Development Approvals	Planning services continue to be delivered using a combination of in-person and remote meetings.	N/A	N/A
Distribution and Collection Operations and Maintenance	The winter maintenance program began as of the end of October. D&C maintenance services continue to be delivered uninterrupted. Some productivity has been lost due to enhanced health and safety requirements.	Implemented an enhanced two-shift model in the Rayside and Frobisher depots. This is expected to continue as long as physical distancing requirements are in place.	N/A

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SERVICE	CURRENT STATUS	PLANNED AND/OR ONGOING CHANGES	SERVICE LEVEL IMPACTS
Economic Development	Staff continues to prioritize business support and outreach as well as investment attraction and sector engagement.	Services continue to be offered using virtual tools.	Limited in-person options available by appointment.
Emergency Management Public Safety, Planning and Prevention	<p>Sixty per cent of resources currently dedicated to COVID-19 response, planning and recovery. Emergency Operations Centre has been activated since March 16, with weekly Community Control Group meetings.</p> <p>Bi-weekly liaison through Greater Sudbury Emergency Management Advisory Panel (GSEMAP).</p> <p>Testing of emergency policies and protocols to continue to ensure other risks continue to be mitigated.</p>	<p>Resumption of online Basic Emergency Management training and exercising of emergency management operating procedures and hazard specific plans in accordance with public health guidelines.</p> <p>Planning underway for completion of training requirements needed for <i>EMCPA</i> compliance.</p>	N/A
Emergency Shelters and Homelessness	<p>Off the Street shelter is operating at full capacity at the permanent location of 200 Larch Street with physical distancing barriers in place.</p> <p>Cedar Place Women and Families Shelter continue to provide emergency shelter for women and families.</p>	Sudbury Action Centre for Youth preparing to open an overnight warming centre for youth aged 16 to 24 years with an additional four emergency shelter beds for youth.	Increased service levels will continue in this area for the remainder of this year and into 2021.

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SERVICE	CURRENT STATUS	PLANNED AND/OR ONGOING CHANGES	SERVICE LEVEL IMPACTS
Emergency Shelters and Homelessness (continued)	<p>Samaritan Centre agencies offering take-out meals, showers, clothing, laundry and resource centre.</p> <p>Homelessness Network Daytime drop in Centre opened on October 1st to provide access to daytime warming centre and supports.</p> <p>The Community outreach team continues to provide in person supports to persons experiencing homelessness outdoors.</p> <p>The YMCA Warming Centre opened on November 16 with access to snacks, coffee, and shower services.</p>		
Energy Initiatives	Services continue to be available. In-person meetings replaced by virtual meetings.	N/A	N/A
Engineering Design	<p>Continue to provide the same level of support for project delivery. Virtual meetings and digital exchange of information in place.</p> <p>Some productivity lost due to collaboration and the project team not reporting to the same office.</p>		Delays in tendering some of the Capital contracts due to COVID-19.

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SERVICE	CURRENT STATUS	PLANNED AND/OR ONGOING CHANGES	SERVICE LEVEL IMPACTS
Engineering Project Delivery	Continue to provide the same level of support for project delivery. Some productivity lost due to issues with collaboration and the project team not reporting to the same office.	Staff are regularly reporting directly to project sites.	Delays in tendering some of the Capital contracts due to COVID-19.
Environmental Planning	Continue to provide re-greening, lake water quality and EarthCare Sudbury services.	No change.	
Facilities Management	Services continue to be delivered as normal.	Some capital projects such as 199 Larch improvements and building condition assessments will be delayed due to COVID.	N/A
Finance, Compliance, IT Audits and Investigations, Hotline and ERM Support	Most services continue to be available.	Timing of audits to be coordinated with Executive Leadership Team.	Governance audit of the Greater Sudbury Airport is deferred to 2021.
Financial Planning, Budgeting & Support	Services continue to be fully available.	No change.	N/A
Fire Safety Education and Prevention	<p>Services continue to be available. Virtual meetings are being held with residents.</p> <p>Self-screening of staff and residents before on-site visits.</p> <p>Enhanced electronic presentations and messages. Complaint and request inspections continue.</p>	Fire Education will resume school programs when possible.	<p>Fire Education – N/A</p> <p>Fire Prevention – deferred legislated Vulnerable Occupancy inspections will resume prior to December 31, following the direction of the Ontario Fire Marshal.</p>

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SERVICE	CURRENT STATUS	PLANNED AND/OR ONGOING CHANGES	SERVICE LEVEL IMPACTS
Fire Services Emergency Response	<p>Services continue to be available from the workplace, 24/7. Medical Response limited to Vital Signs Absent incidents only due to PPE controls.</p> <p>Self-screening of staff before, during, and after shifts.</p> <p>Continued screening of patients at emergency incidents. Enhanced PPE usage at medical incidents. Virtual meetings for senior officers and training.</p>	Plan to resume full Medical Tiered Response in consultation with Medical Director, with appropriate regard for PPE availability.	N/A
Fleet Services	Services continue to be available. Enhanced service (via shuttling of vehicles) being provided to ensure physical distancing. Some staff relocated to offsite garages to limit the number of staff in facilities.	This is expected to continue as long as physical distancing requirements are in place.	N/A
Housing Operations	<p>Office is open to residents for rent payments, signing of leases and other tenant services.</p> <p>Plexiglass barriers have been installed to enable physical distancing between tenants in lobby area, with limits on the number of residents permitted in the office at one time. Tenants are encouraged to make appointments for service.</p>	No change.	<p>Landlord and Tenant Board electronic hearings and evictions services have resumed, but are backlogged. Housing Operations will resume enforcement of outstanding orders.</p> <p>Common rooms in buildings remain closed due to Public Health requirements for cleaning and physical distancing</p>

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SERVICE	CURRENT STATUS	PLANNED AND/OR ONGOING CHANGES	SERVICE LEVEL IMPACTS
Housing Operations (continued)	<p>Staff continue to encourage and assist tenants to pay rent online and submit documents electronically rather than coming to the office</p> <p>Maintenance staff continue to attend to backlog of non-emergency requests for service.</p>		
Housing Programs	<p>Services continue via email, telephone and virtual meetings. Staff continues to work with community housing providers to ensure compliance with emergency measures and new provincial legislation.</p>	No change.	N/A
Housing Registry	<p>Services continues via email, telephone and virtual meetings.</p> <p>A document drop box is available on main floor.</p>	Yardi Rent Café online portal went live on November 2, 2020 and will allow applicant households to apply online.	Online application process is now available.

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SERVICE	CURRENT STATUS	PLANNED AND/OR ONGOING CHANGES	SERVICE LEVEL IMPACTS
Human Resources and Labour Relations	Staff continues to deliver services although some timelines are delayed or extended.	<p>Staff will continue to use technology to adjust business processes and streamline activities.</p> <p>Virtual resumption of labour activities that were delayed (grievances, arbitrations, mediations, negotiations). Due to non-COVID related issues, ONA has requested a delay to start bargaining.</p> <p>Single reception point to be established to receive visitors and direct them to appropriate meeting space.</p>	With a continued decline in COVID-19-related work, services will be provided within the standard timeframes.
Information Technology	Staff continues to deliver all services with precautions in place for End-user Support Services.	Flexibly prioritizing support for COVID-19, as required.	N/A
Infrastructure Capital Planning	Continue to provide the same level of support for project delivery. Some productivity lost due to issues with collaboration and the project team not reporting to the same office.		Delays in tendering some of the Capital contracts due to COVID-19.

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SERVICE	CURRENT STATUS	PLANNED AND/OR ONGOING CHANGES	SERVICE LEVEL IMPACTS
Legal Services	Continue to offer internal services to support ongoing activities and business of the City.	Prosecutors and support staff continue to address Early Resolutions and Judicial Pre-trials via telephone. The expansion of Court services is dependent on the discretion of the judiciary in scheduling dates and expanding the scope of matters available to address, i.e. trials.	N/A
Libraries	<p>The six major branches (Main, Lively, Chelmsford, Valley East, South End, New Sudbury) are open to the public Monday to Friday; 2 hours/day for curbside pickup and 3 hours/day for In-Branch municipal and library services.</p> <p>The Capreol, Dowling and Garson Public Libraries/Citizen Service Centres are open 9 a.m. to 2 p.m. on Mondays, Wednesdays and Fridays, and 2 to 7 p.m. on Tuesdays and Thursdays.</p> <p>The Azilda and Copper Cliff Libraries are open 9 a.m. to 12 p.m. on Mondays and 4 to 7 p.m. on Wednesdays, with curbside pickup available 1 to 3 p.m. both days.</p> <p>The Coniston and Levack-Onaping Libraries are open 9 a.m. to 12 p.m. on Tuesdays and 4 to 7 p.m. on Thursdays, with curbside pickup available 1 to 3 p.m. both days.</p>	<p>Scheduled to transition all curbside hours to in-branch hours effective January 4, 2021.</p> <p>An ongoing examination of hours of operation continues should there be extended demands or circumstances that may impact on operations or the requirement for enhanced measures to keep employees and the general public safe.</p>	<p>In-person library programming remains cancelled.</p> <p>No access to community meeting rooms.</p> <p>Limited furniture, as lounging and long visits are actively discouraged.</p> <p>Libraries are currently not lending 3D equipment such as Chromebooks and snowshoes, and the Makerspace remains closed to patrons.</p> <p>COVID-19 protocols for in-library and curbside services are significantly more labour intensive than normal operations. This situation, plus the need to bring redeployed staff back and fill vacant positions is resulting in shorter service hours and the delayed reopening of smaller branches.</p>

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SERVICE	CURRENT STATUS	PLANNED AND/OR ONGOING CHANGES	SERVICE LEVEL IMPACTS
Libraries (continued)	<p>Main, New Sudbury, South End, Valley East, Lively and Chelmsford Libraries are open 11 a.m. to 2 p.m. on Saturdays.</p> <p>Main, New Sudbury and South End Libraries are open 11 a.m. to 2 p.m. on Sundays.</p> <p>Homebound services have resumed for all clients subscribed to the service.</p>		
Long Term Care	<p>There is no operational change at Pioneer Manor with the recent announcement that the City of Greater Sudbury's is "Protect (strengthened measures) – Yellow" status. Pioneer Manor continues to operate with enhanced Infection Prevention and Control (IPAC) measures.</p>	<p>Enhanced IPAC measures will remain into 2021.</p>	<p>Pioneer Manor continues to hold vacant beds for isolation of new admissions and to cohort symptomatic residents if needed.</p>

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SERVICE	CURRENT STATUS	PLANNED AND/OR ONGOING CHANGES	SERVICE LEVEL IMPACTS
Long Term Care (continued)	<p>Monitoring and aggressively testing symptomatic residents and bi-monthly employee surveillance testing remains ongoing.</p> <p>Outbreak declared in the Lilac/Mallard home area on November 10th and as of November 16th no other positive cases have been identified.</p>		
Museums	Public access suspended for the balance of 2020. Limited curatorial and planning work continues.	N/A	Museums are not available to the public.
Ontario Works Program Delivery	<p>Offices remain closed to the public. All client appointments are virtual. The Ministry has continued to provide direction that wet signatures are not required at this time.</p> <p>Clients can access financial supports through Ontario Works offices. Employment Support Services have been suspended.</p>	Staff are currently implementing a Centralized Intake Pilot Project from the Ministry of Community and Social Services.	<p>New applications continue to be lower than historical service level averages. Current caseload is approximately 2970; whereas normal level fluctuates between 3100 – 3300.</p> <p>The Ontario Works caseload has been reduced by over 10% since the start of the pandemic.</p>

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SERVICE	CURRENT STATUS	PLANNED AND/OR ONGOING CHANGES	SERVICE LEVEL IMPACTS
Organizational Development, Safety, Wellness and Rehabilitation	<p>Continued development of processes and policies to ensure services can be delivered while adhering to public health directives.</p> <p>Considerable effort going into helping operating departments return to work and restart services safely.</p> <p>Components of the Human Capital Management Plan are re-entering the development phase. Corporate training plan and in-class Health and Safety training are on hold.</p>	<p>Continued use of technology to adjust business processes and streamline activities.</p> <p>A Work From Home policy will be formalized and will then be implemented in January 2021 to ensure a sustainable work from home model. Human Capital Management Plan will continue to partially resume, with a focus on talent acquisition and leadership development.</p> <p>COVID-Response Wellness Strategy will be presented for consideration.</p>	<p>Some professional development modules expected to be delivered in Q4.</p> <p>2020 Employee Survey deferred to 2021. Two COVID-related surveys have been completed to address employee engagement, health and wellness.</p>
Paramedic Medical Care and Transportation	<p>911 call volume has returned to normal values.</p> <p>COVID-19 screened positive patients remain high as screening tool includes multiple clinical symptoms.</p> <p>Infection prevention and control measures in place at stations to ensure physical distancing and mask wearing while at work.</p> <p>Special clinical considerations remain in place by the Ontario Base Hospital Group and the Ministry of Health. New auxiliary patient care directive finalized for treat and release of select COVID 19 patients.</p>	<p>Delivering emergency Paramedic response under enhanced clinical measures to prevent exposures and spread of COVID-19.</p> <p>Enhanced cleaning and disinfection of medical equipment, stations and ambulances continues to evolve, with two new processes being implemented:</p> <ul style="list-style-type: none"> --A new fogging system that disinfects hard surfaces within the ambulance. --Sani Sport system, which uses UV light to produce ozone as a cleaning and sanitizing agent for medical equipment and electronics. 	N/A

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SERVICE	CURRENT STATUS	PLANNED AND/OR ONGOING CHANGES	SERVICE LEVEL IMPACTS
Parks	Staff are in the process of completing preparations for opening of outdoor winter facilities.	<p>Ski hills, outdoor rinks, Ramsey Lake Skate Path and Queens Skating Oval to open this season under COVID-19 guidelines.</p> <p>Reopening plans for outdoor winter recreation facilities were presented at the City Council meeting of October 20, 2020: https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachme nt=32450.pdf</p>	Due to provincial restrictions on social gathering limits, community halls are not available for booking by third parties.
Plans Examination	<p>With TDS reopened, two Plans Examiners have relocated to the main floor to provide service for walk-ins and appointments. Appointments continue to be encouraged in order to provide efficient service. Virtual meetings and electronic exchange of documents continue.</p> <p>Comments for Site Plan, Subdivision and Rezoning in support of Planning Committee continue electronically.</p>	N/A	N/A

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SERVICE	CURRENT STATUS	PLANNED AND/OR ONGOING CHANGES	SERVICE LEVEL IMPACTS
Provincial Offences Court	Office at 199 Larch open to the public for payment of fines and tickets, in addition to electronic payment options.	<p>Bill 197, passed on July 22, 2020, contains amendments to the <i>Provincial Offences Act</i> that allow for expanded abilities to conduct court processes electronically. Court staff are working with stakeholders to implement technology solutions to enable these processes.</p> <p>Provincial Offences Court was reopened on a limited basis for early resolutions and judicial pre-trials, which are being conducted remotely. Dates are being scheduled to deal with remote non-trial matters. Judiciary is expected to make further decisions about the additional reopening of court processes.</p>	Legislative changes will increase efficiency and capability of the Court moving forward.
Real Estate	Services continue to be fully available.	No change.	N/A
Recreation	<p>Fitness centres re-opened September 4th. Pool facilities have been open since mid-September with a gradual reintroduction of public swimming and lesson activities.</p> <p>Recreation staff are supporting Neighbourhood Associations in anticipation of outdoor rink season.</p>	With Greater Sudbury now in the 'Yellow' level as per the Province, fitness and aquacise classes are now limited to a maximum group size of 10 individuals and fitness equipment is now spaced 3 meters apart (previously 2 meters apart).	Due to resourcing challenges and restrictions on gatherings, recreation programming and youth centre operations continue to be suspended.

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SERVICE	CURRENT STATUS	PLANNED AND/OR ONGOING CHANGES	SERVICE LEVEL IMPACTS
Roads Operations and Maintenance	<p>The winter maintenance program began as of the end of October. Winter activities such as snow plowing will be provided as warranted by weather conditions.</p> <p>Some productivity lost due to enhanced health and safety requirements.</p>	<p>Winter control has begun with no impact to service levels anticipated at this time. Staff have been placed on shift schedules as per the terms and conditions of the CBA.</p>	N/A
Security, By-law and Parking Services	<p>Uniformed security in place at TDS and 199 Larch to provide information and direction to visitors.</p> <p>Security remains active in facilities such as TDS/199 Larch, the Transit Terminal and at CGS Housing properties to support education of COVID restrictions and further to ensure the safety of staff and residents.</p> <p>Following the completion of a formal RFP process, the organization has recently awarded a 3 year contract for security services. Assuming oversight for Parks and Housing security, this contract provides a more enterprise wide response to security services under the Security Section.</p>	<p>Bylaw: In response to Provincial announcements regarding updates to the COVID-19 response framework, and that the City of Greater Sudbury is within the protect (yellow) level , staff continue to monitor legislation and complaint volume to assist in providing education and enforcement that will support a reduction of community spread. Any longer term case volume may require service level adjustments to maintain service level commitments for case completion.</p>	<p>Security: Service level delivery to remain consistent with current status, with oversight moving from operating departments to Security and Bylaw.</p> <p>Security: In response to concerns in the Downtown, varied mobile patrols by third party security are taking place 7-days per week. This service level is in place to inspect City property and adjacent properties and supports safety and order in the Downtown. The impact of closed City facilities due to COVID-19 had resulted in the 2020 Budget approved security initiative to be placed on hold.</p>

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SERVICE	CURRENT STATUS	PLANNED AND/OR ONGOING CHANGES	SERVICE LEVEL IMPACTS
Security, By-law and Parking Services (continued)	<p>Bylaw continues to provide enhanced service by enforcing provincial legislation under the <i>Reopening Ontario (A Flexible Response to COVID-19) Act, 2020</i> (formerly under the <i>Emergency Management and Civil Protection Act</i>. Up to November 18, 2020, the department has received a total of 1,095 complaints related to gatherings and businesses.</p> <p>Overall, for the period of March 23 to November 18, 2020, for all Bylaw complaints, the department has experienced a 34 per cent year-over-year increase for the same period. There is a continued increased volume for Bylaw Inquiries (153 per cent increase), Noise (142 per cent increase), and Clearing of Yards (41 per cent increase).</p> <p>Parking: Fees for on-street parking reinstated July 2. Surface and underground parking lots remain operational. Enforcement at municipal lots resumed on October 1, 2020.</p>	<p>Parking: As a touchless option, Staff have fully transitioned to HotSpot for the sale and oversight of monthly municipal parking passes. While CGS staff maintain an ability to participate in payroll deductions, residents can now purchase a pass for any lot from any phone or computer; those who require additional assistance, passes can still be paid for at the TDS Citizen Services Centre. For enforcement purposes, there is no requirement for display of a pass on a vehicle, as it is connected to the vehicle licence plate.</p> <p>Approved Capital construction asset work for the Centre for Life Parking Lot has been completed. Updates to the entrance provide for a safer area for deliveries at adjacent businesses, while also supporting safe entrance and egress of vehicle and pedestrian traffic at the YMCA. Work to remove trees/brush and update the surface aggregate at the Dufferin Street road allowance (new) parking lots has been completed.</p> <p>Staff are awaiting the shipment of a pay and display parking machine and the erection of a sign to support activating this new parking area. Staff anticipate this new lot will provide approximately 45+ parking spaces.</p>	<p>In response to concerns in the Downtown, the initiative has resumed and Staff are currently within a recruitment process to hire required resources. With training scheduled for the week of November 30, Security Enforcement Officers will be deployed to begin patrols the week of December 7th, 2020.</p> <p>Parking: Hotspot will provide more options for passes and data will support strategic parking lot management based on usage trends.</p>

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SERVICE	CURRENT STATUS	PLANNED AND/OR ONGOING CHANGES	SERVICE LEVEL IMPACTS
Service Requests and Inquiries (311)	Services continue to be fully available. Call volumes are back to average levels of 800 calls per day, with minor increases after new local or provincial announcements. Wait times are also back to normal levels, with 80 per cent of calls answered in 20 seconds or less.	No changes.	N/A
Solid Waste Management	<p>The weekly bag limit returned to one bag effective September 14.</p> <p>All landfill sites and the Walden Small vehicle transfer site are open to the public. The Reuse Centre areas within each landfill site are also open.</p>	Staff are reviewing usage at various solid waste facilities/drop-off depots to determine whether hours of operation should be reduced.	<p>Reduction in facility hours may be recommended if data substantiates low utilization or abuse of City facilities at unmonitored locations such as drop off depots.</p> <p>All services have resumed with the exception of these ongoing restrictions:</p> <ul style="list-style-type: none"> --no collection of loose garbage; --no sorting of loose blue box materials that contain facial tissue, paper towels, wipes, gloves and masks; --ordering blue boxes and green carts by phone or Waste Wise for home delivery.

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SERVICE	CURRENT STATUS	PLANNED AND/OR ONGOING CHANGES	SERVICE LEVEL IMPACTS
Taxation	All services are available. In-person services are encouraged to be by appointment but staff are available to provide assistance by attending on the main floor.	Collection of tax arrears has restarted utilizing the options available through the Municipal Act.	N/A
Transit	<p>Effective August 29, GOVA Transit transitioned to new routes and schedules.</p> <p>Due to the continuation of online classes and reduced on-campus attendance at post-secondary schools, Route 4 to Laurentian University is suspended, but Route 3 will continue at a reduced level. Route 2 to Cambrian College will continue, but Express buses are suspended.</p> <p>Peak service was reinstated on all Frequent and Core service level routes in September.</p> <p>Route 105 Valley will continue to serve both Capreol and Blezard on one route as per summer service, but will see an increase in peak service.</p>	Ridership is monitored on a daily basis and changes are made dynamically to respond to changes in demand.	Ridership is currently at 50 to 55 per cent of typical patterns.

Appendix A: Status of CGS Services November 19, 2020

SERVICE	CURRENT STATUS	PLANNED AND/OR ONGOING CHANGES	SERVICE LEVEL IMPACTS
Transit (continued)	Route 101 Lively will continue to travel directly to the Downtown hub instead of the South End and will include service to Atikameksheng First Nation on Reserve Rd. Route 29 in the South End has been created to capture areas no longer served by Route 101 Lively. Route 21 is suspended until further notice, and Route 22 and 23 will run every two hours.		
Transportation and Innovation	Services continue to be fully available. In-person consultations by appointment, as required.	Annual reports to Operations Committee delayed. Annual traffic count program cancelled for 2020.	Awareness programs on hold. All pending requests for traffic studies delayed until next year with the resumption of the summer student program.
Wastewater Treatment	Services continue to be available as normal, with enhanced health and safety measures in place.	Services will continue to be available.	The Valley East and Chelmsford RV dumpsites remain closed. The Sudbury Wastewater Treatment facility remains open with limited service, by appointment only, until May 2021.
Water Treatment	Services continue to be available as normal, with enhanced health and safety measures in place.	Services will continue to be available.	N/A

COVID-19 Response Framework: Keeping Ontario Safe and Open

November 3, 2020

Updated: November 13, 2020

Ontario's Priorities

Limit the Transmission of COVID-19

Put measures in place that work to limit transmission and sickness, and prevent death.

Avoid Closures

Enable businesses to sustain operations while reducing the risk of transmission.

Keep Schools and Childcare Open

Enable schools across the province to sustain a safe environment for classroom learning.

Maintain Health Care and Public Health System Capacity

Ensure the health care and public health system are meeting the needs of their communities.

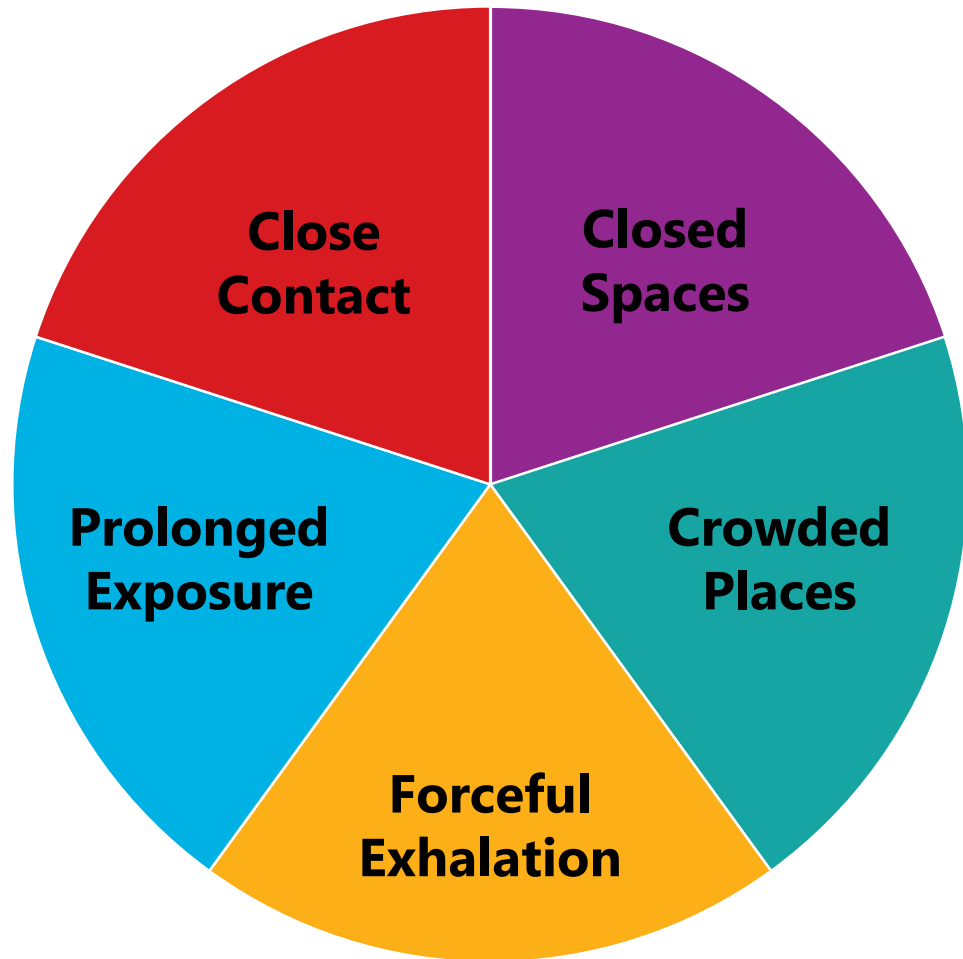
Protect Vulnerable Populations

Put measures in place to protect those most vulnerable to COVID-19.

Provide Additional Supports Where Possible

Develop equitable responses, including financial tools for groups and sectors disproportionately affected by the pandemic.

Key Risk Factors of Potential Transmission



There are several risk factors that help drive transmission of COVID-19. ***Close contact is the highest risk.*** Limiting these risks is critical to keeping Ontario open and safe.

Personal and public health measures — such as physical distancing, staying home when ill even with mild symptoms, frequent handwashing and surface cleaning — have significant benefits and have been proven to limit COVID-19 transmission.

It is critical the people of Ontario understand the risks of gatherings (crowds) in close contact in enclosed/indoor spaces to understand how to mitigate those and make informed choices.

Principles for Keeping Ontario Safe and Open



Responsible:

Protecting the **health and safety of the people of Ontario**, especially those who are most vulnerable. Keeping child care centres and schools open are priorities.



Proactive, graduated, and responsive:

Proactive measures, including enforcement, will work to prevent transmission, thereby protecting our health care system and helping businesses stay open. **Graduated measures should be targeted and informed by regional circumstances.**



Evidence-informed: Best-available scientific knowledge, public health data, defined criteria and consistent measures will inform public health advice and government decisions.



Clear: Plans and responsibilities for individuals, businesses and organizations (employers) will **be clear and outline what happens at each level.**

Outbreaks and Community Transmission

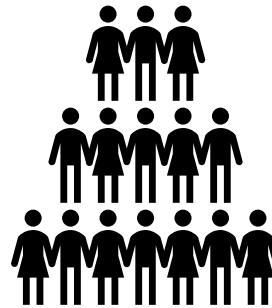
Outbreaks can start in a variety of places including workplaces, institutions, and other settings.



When there are a few or small number of outbreaks, public health units can undertake aggressive outbreak management, **at each setting**, to contain virus spread.

This may include rapid case and contact management, enforcement of measures, and strengthening measures where the outbreak is occurring, etc.

If spread of the virus is not contained, it often results in **widespread community transmission**.



Widespread community transmission requires **broad scale responses**. A response would include broad scale public health measures, restrictions to limiting/restricting access to control transmission, as well as testing, and case and contact tracing.



Community transmission can result in further outbreaks, including in vulnerable settings.



When this occurs, targeted actions, particularly in vulnerable settings such as long-term care homes, retirement homes, child care centres and schools, are required to prevent illness and death.

These outbreaks can also lead to further community transmission.

A Comprehensive, Whole-of-Government Response to Keeping Ontario Safe and Open

Actions and sustained efforts to limiting transmission and moving regions out of modified Stage 2...

Case and Contact Management	<ul style="list-style-type: none">• Almost 4,000 case management and contact tracing staff province-wide undertake outreach to support isolation and testing to prevent further spread• Established target = 90% of cases and contacts followed up within 24 hours
Testing	<ul style="list-style-type: none">• Capacity to process over 50,000 tests/day; building to capacity of 100,000 tests/day by December 2020.• Established target of 60% of tests turned around within 1 day, and 80% within 2 days• Established benchmark of maintaining test positivity under 3%
Public Health Measures	<ul style="list-style-type: none">• Framework to progressively adjust public health measures to respond to the pandemic
Education, Compliance & Enforcement	<ul style="list-style-type: none">• Proactive education and outreach to businesses and organizations• Compliance checks, inspection, paired with education; monitoring, and Provincial Offences Act (POA) Part I or related tools to improve outcomes (e.g., warnings and fines)• Multi-ministry COVID-19 safety blitzes coordinated with local by-law and police services<ul style="list-style-type: none">○ Includes fines and prosecution for blatant and/or repeated non-compliance; results shared with local officials and media, POA Part III or related tools (e.g., appear before court, potential for significant fine and/or jail time)
Targeted Supports	<ul style="list-style-type: none">• Additional supports provided for vulnerable populations, communities, and impacted businesses
Communications	<ul style="list-style-type: none">• Complementary communications plan supporting broad public education and awareness

Framework: Adjusting and Tightening Public Health Measures

Act earlier by implementing measures to protect public health and prevent closures

Gradually loosen measures as trends in public health indicators improve

Objective



PREVENT

(Standard Measures)



PROTECT

(Strengthened Measures)



RESTRICT

(Intermediate Measures)



CONTROL

(Stringent Measures)



LOCKDOWN

(Maximum Measures)

Tactics

Focus on education and awareness of public health and workplace safety measures in place.

Restrictions reflect broadest allowance of activities in Stage 3 absent a widely available vaccine or treatment.

Highest risk settings remain closed.

Enhanced targeted enforcement, fines, and enhanced education to limit further transmission.

Apply public health measures in high risk settings.

Implement enhanced measures, restrictions, and enforcement avoiding any closures.

Implement broader-scale measures and restrictions, across multiple sectors, to control transmission.

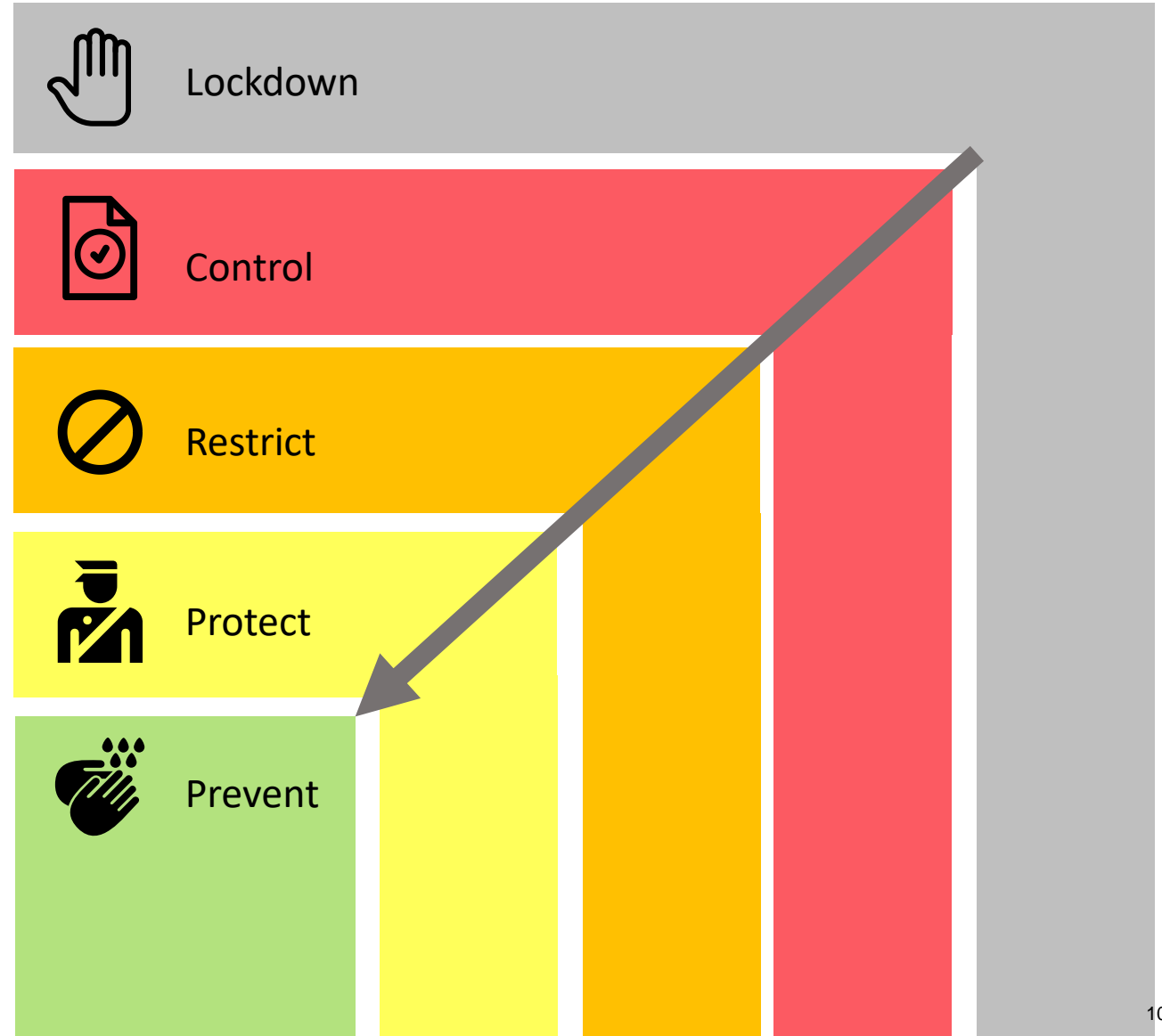
Restrictions are the most severe available before widescale business or organizational closure.

Implement widescale measures and restrictions, including closures, to halt or interrupt transmission (Return to modified Stage 1 or pre-Stage 1).






Consider declaration of emergency.

Framework: Adjusting and Tightening Public Health Measures

- The goal is to have every public health unit region in the “Prevent” level.
- Framework is designed to ‘stack’ or ‘ladder down or up.’
- Measures are scaled back or implemented progressively, level by level.
- If trends are improving, measures are dropped cautiously, level by level, to ensure there are no significant community or public health impacts with the rollback of measures.



Indicators and Thresholds: Adjusting and Tightening Public Health Measures






 PREVENT (Standard Measures)	 PROTECT (Strengthened Measures)	 RESTRICT (Intermediate Measures)	 CONTROL (Stringent Measures)	 LOCKDOWN (Maximum Measures)
Epidemiology <ul style="list-style-type: none">Weekly incidence rate is < 10 per 100,000% positivity is < 0.5Rt < 1Outbreak trends/ observationsLevel of community transmission/non-epi linked cases stable Health System Capacity <ul style="list-style-type: none">Hospital and ICU capacity adequate PH System Capacity <ul style="list-style-type: none">Case and contact follow up within 24 hours adequate	Epidemiology <ul style="list-style-type: none">Weekly incidence rate is 10 to 24.9 per 100,000% positivity is 0.5-1.2%Rt is approximately 1Repeated outbreaks in multiple sectors/settings OR increasing/# of large outbreaksLevel of community transmission/non-epi linked cases stable or increasing Health System Capacity <ul style="list-style-type: none">Hospital and ICU capacity adequate PH System Capacity <ul style="list-style-type: none">Case and contact follow up within 24 hours adequate	Epidemiology <ul style="list-style-type: none">Weekly incidence rate is 25 to 39.9 per 100,000% positivity is 1.3-2.4%Rt is approximately 1 to 1.1Repeated outbreaks in multiple sectors/settings, increasing/# of large outbreaksLevel of community transmission/non-epi linked cases stable or increasing Health System Capacity <ul style="list-style-type: none">Hospital and ICU capacity adequate or occupancy increasing PH System Capacity <ul style="list-style-type: none">Case and contact follow up within 24 hours adequate or at risk of becoming overwhelmed	Epidemiology <ul style="list-style-type: none">Weekly incidence rate ≥ 40 per 100,000% positivity ≥ 2.5%Rt is ≥ 1.2Repeated outbreaks in multiple sectors/settings, increasing/# of large outbreaksLevel of community transmission/non-epi linked cases increasing Health System Capacity <ul style="list-style-type: none">Hospital and ICU capacity at risk of being overwhelmed PH System Capacity <ul style="list-style-type: none">Public health unit capacity for case and contact management at risk or overwhelmed	Trends continue to worsen after measures from Control level are implemented.

NOTES:

- Indicators will generally be assessed based on the previous two weeks of information. However, movement to apply measures will be considered sooner than two weeks if there is a rapidly worsening trend.
- Local context and conditions will inform movement, including potential regional application of measures.
- Thresholds within a region may not all be met at the same time; decisions about moving to new measures will require overall risk assessment by government.

Sector-Specific Public Health and Workplace Safety Measures





General Public Health Measures (Gatherings, Workplace Requirements and Face Coverings)

	 PREVENT (Standard Measures)	 PROTECT (Strengthened Measures)	 RESTRICT (Intermediate Measures)	 CONTROL (Stringent Measures)	
Measures	Gathering limit for certain organized public events and social gatherings (e.g. barbeques): <ul style="list-style-type: none">• 10 people indoors• 25 people outdoors	Measure from previous level	Measure from previous level	Gathering limit for all organized public events and social gatherings: <ul style="list-style-type: none">• 10 people indoors• 25 people outdoors	<div>LOCKDOWN</div> <div>Stage 1 / Pre-Stage 1</div> <div></div>
	Gathering limit for organized public events and gatherings: <ul style="list-style-type: none">• 50 people indoors• 100 people outdoors				
	Gathering limit for religious services, weddings and funerals: <ul style="list-style-type: none">• 30% capacity indoors• 100 people outdoors				
	Requirement for workplace screening				
	Requirement for face coverings at indoor workplaces				
	Requirement for face coverings in indoor public spaces, with limited exemptions				
	Worker protections such as eye protection where patrons without face coverings are within two metres of workers				
	Development and implementation of a communication/public education plan (highlighting risk)				
	Requirement to maintain physical distancing				
	Advice to restrict non-essential travel from areas of high-transmission to areas of low transmission				





Measures for Restaurants, Bars and Food or Drink Establishments

	 PREVENT (Standard Measures)	 PROTECT (Strengthened Measures)	 RESTRICT (Intermediate Measures)	 CONTROL (Stringent Measures)
Measures	<ul style="list-style-type: none"> Require patrons to be seated; 2m minimum between tables Dancing, singing and performing music is permitted, with restrictions Karaoke permitted, with restrictions (including no private rooms) Require patron contact info (one per party) No buffet style service Night clubs only permitted to operate as restaurant or bar Line-ups/patrons congregating outside venues managed by venue; 2m distance and face covering required Face coverings except when eating or drinking only Eye protection where patrons without face coverings are within 2m of workers 	Measures from previous levels and: <ul style="list-style-type: none"> Limit operating hours, establishments must close at midnight Liquor sold or served only between 9 a.m. to 11 p.m. No consumption of liquor permitted between 12 a.m. to 9 a.m. Require contact information for all seated patrons Limit of 6 people may be seated together Limit volume of music (e.g., to be no louder than the volume of a normal conversation) Safety plan available upon request 	Measures from previous levels and: <ul style="list-style-type: none"> 50 person indoor seated capacity limit Limit operating hours, establishments close at 10 p.m. Liquor sold or served only between 9 a.m. to 9 p.m. No consumption of liquor between 10 p.m. and 9 a.m. Require screening of patrons (e.g., questionnaire) Limit of 4 people may be seated together Closure of strip clubs 	Measures from previous levels and: <ul style="list-style-type: none"> Maximum number of patrons permitted to be seated indoors is 10 Outdoor dining, take out, drive through, and delivery permitted Dancing, singing and the live performance of brass or wind instruments are prohibited

Measures for Sports and Recreational Fitness






	 PREVENT (Standard Measures)	 PROTECT (Strengthened Measures)	 RESTRICT (Intermediate Measures)	 CONTROL (Stringent Measures)
Measures	<ul style="list-style-type: none"> • 50 people indoors (classes) • 100 people outdoors (classes) • 50 people indoors (area with weights or exercise equipment) • Spectators allowed (50 indoors and 100 outdoors) • Limit of 50 people per room basis if operating in compliance with a plan approved by the Office of the Chief Medical Officer of Health (Guidance for Facilities for Sport and Recreational Fitness Activities During COVID-19) • Team or individual sports must be modified to avoid physical contact; 50 people per league • Exemption for high performance athletes and parasports • Limit volume of music to conversation level and prevent shouting by both instructors and members of the public • Face coverings required except when exercising. 	<p>Measures from previous levels and:</p> <ul style="list-style-type: none"> • Increase spacing between patrons to 3m for areas of a sport or recreational facility where there are weights/weight machines and exercise/fitness classes • Recreational programs limited to 10 people per room indoors and 25 outdoors • Require contact information for all patrons and attendance for team sports • Require reservation for entry; one reservation for teams • Safety plan available upon request 	<p>Measures from previous levels and:</p> <ul style="list-style-type: none"> • Maximum 50 people per facility (revoke OCMOH approved plan) in all combined recreational fitness spaces or programs (not pools, rinks at arenas, community centres, and multi-purpose facilities) • Require screening of members of the public, including spectators (e.g., questionnaire) • Limit duration of stay to 90 minutes except if engaging in sport • No spectators permitted (exemption for parent/guardian supervision of children) 	<p>Measures from previous levels and:</p> <ul style="list-style-type: none"> • Gyms and fitness studios permitted to be open: <ul style="list-style-type: none"> • 10 people indoors (classes) • 25 people outdoors (classes) • 10 people indoors (areas with weights or exercise equipment) • All sports and recreational programs in other facilities (arenas and multiplexes) limited to 10 people per room indoors and 25 outdoors. • Team sports must not be practiced or played except for training (no games or scrimmage) • No contact permitted for team or individual sports

Measures for Meeting and Event Spaces






	 PREVENT (Standard Measures)	 PROTECT (Strengthened Measures)	 RESTRICT (Intermediate Measures)	 CONTROL (Stringent Measures)
Measures	Limits: <ul style="list-style-type: none"> • 50 people indoors • 100 people outdoors *exception for court/government services, weddings, funerals <ul style="list-style-type: none"> • Booking multiple rooms for the same event not permitted • 50 indoors per room, where physical distancing can be maintained if venue operates in accordance with the approved plan from the Office of the Chief Medical Officer of Health (Guidance for Meeting and Event Facilities During COVID-19) 	Measures from previous levels and: <ul style="list-style-type: none"> • Limit operating hours, establishments must close at midnight • Liquor sold or served only between 9 a.m. to 11 p.m. • No consumption of liquor permitted between 12 a.m. to 9 a.m. • Require contact information for all seated patrons • Limit of 6 people may be seated together • Limit volume of music (e.g., to be no louder than the volume of a normal conversation) • Safety plan available upon request 	Measures from previous levels and: <ul style="list-style-type: none"> • Maximum of 50 people per facility (revoke capacity limit on a per room basis as per OCMOH plan) • Limit operating hours, establishments close at 10 p.m. • Liquor sold or served only between 9 a.m. to 9 p.m. • No consumption of liquor between 10 p.m. and 9 a.m. • Limit of 4 people may be seated together • Require screening of patrons (e.g., questionnaire) 	Measures from previous levels and: Limits: <ul style="list-style-type: none"> • 10 people per facility indoors • 25 people outdoors

LOCKDOWN
 Stage 1 / Pre-Stage 1






Measures for Retail

	 PREVENT (Standard Measures)	 PROTECT (Strengthened Measures)	 RESTRICT (Intermediate Measures)	 CONTROL (Stringent Measures)	
Measures	<ul style="list-style-type: none"> Fitting rooms must be limited to non-adjacent stalls Line-ups/patrons congregating outside venues managed by venue; 2m distance and face covering required 	Measure from previous level and: <ul style="list-style-type: none"> Limit volume of music (e.g., to be no louder than the volume of a normal conversation) For malls a safety plan must be available upon request 	Measures from previous level and: <ul style="list-style-type: none"> Require screening of patrons at mall entrances (e.g., questionnaire) For consideration during winter: <ul style="list-style-type: none"> Limit capacity in retail stores and in shopping malls 	Measures from previous levels and: <ul style="list-style-type: none"> Maximum number of patrons permitted to be seated indoors in mall food court is 10 For consideration during winter holiday season: <ul style="list-style-type: none"> Limit capacity in retail stores and in shopping malls 	LOCKDOWN Stage 1 / Pre-Stage 1 
	<ul style="list-style-type: none"> Guidance for mall operators and retail stores 				






Measures for Personal Care Services

	 PREVENT (Standard Measures)	 PROTECT (Strengthened Measures)	 RESTRICT (Intermediate Measures)	 CONTROL (Stringent Measures)	
Measures	<ul style="list-style-type: none">Oxygen bars, steam rooms, and saunas closed	<p>Measures from previous level and:</p> <ul style="list-style-type: none">Require contact information from all patronsSafety plan available upon request	<p>Measures from previous level and:</p> <ul style="list-style-type: none">Services requiring removal of face coverings prohibitedChange rooms & showers closedBath houses, other adult venues, hot tubs, floating pools, whirlpools and sensory deprivation pods closed (some exceptions)Require screening of patrons (e.g., questionnaire)	<p>Measures from previous level</p> <ul style="list-style-type: none">Services requiring removal of face coverings prohibited	<div>LOCKDOWN Stage 1 / Pre-Stage 1</div> 






Measures for Casinos, Bingo Halls and Gaming Establishments

	 PREVENT (Standard Measures)	 PROTECT (Strengthened Measures)	 RESTRICT (Intermediate Measures)	 CONTROL (Stringent Measures)	
Measures	<ul style="list-style-type: none">Capacity cannot exceed 50 persons.Table games are prohibited.OR casinos, bingo halls, and gaming establishments operate in accordance with a plan approved by the Office of the Chief Medical Officer of Health.	<p>Measures from previous level and:</p> <ul style="list-style-type: none">Liquor sold or served only between 9 a.m. to 11 p.m.No consumption of liquor permitted between 12 a.m. to 9 a.m.Require contact information from all patronsSafety plan available upon request	<p>Measures from previous levels, and:</p> <ul style="list-style-type: none">Liquor sold or served only between 9 a.m. to 9 p.m.No consumption of liquor between 10 p.m. and 9 a.m.Require screening of patrons (e.g., questionnaire)	<p>Measures from previous levels and: Limits:</p> <ul style="list-style-type: none">10 people per facility indoors25 people outdoors	<div>LOCKDOWN Stage 1 / Pre-Stage 1</div> 

Measures for Cinemas

	 PREVENT (Standard Measures)	 PROTECT (Strengthened Measures)	 RESTRICT (Intermediate Measures)	 CONTROL (Stringent Measures)	
Measures	In facility/area <ul style="list-style-type: none"> • 50 indoors • 100 outdoors OR <ul style="list-style-type: none"> • 50 indoors per auditorium if cinema operates in accordance with the approved plan from the Office of the Chief Medical Officer of Health (Guidance for Movie Theatres During COVID-19) • Face coverings except when eating or drinking only • Drive-in cinemas permitted to operate, subject to restrictions 	Measures from previous level and: <ul style="list-style-type: none"> • Liquor sold or served only between 9 a.m. to 11 p.m. • No consumption of liquor permitted between 12 a.m. to 9 a.m. • Require contact information from all patrons • Safety plan available upon request 	Measures from previous levels and: <ul style="list-style-type: none"> • 50 per facility (revoke OCMOH approved plan) • Liquor sold or served only between 9 a.m. to 9 p.m. • No consumption of liquor between 10 p.m. and 9 a.m. • Require screening of patrons (e.g., questionnaire) 	Closed, except for: <ul style="list-style-type: none"> • Drive-in cinemas • Rehearsal or performing a recorded or broadcasted event remains permitted • Singers and players of brass or wind instruments must be separated from any other performers by plexiglass or other impermeable barrier 	LOCKDOWN Stage 1 / Pre-Stage 1 

Measures for Performing Arts Facilities

	 PREVENT (Standard Measures)	 PROTECT (Strengthened Measures)	 RESTRICT (Intermediate Measures)	 CONTROL (Stringent Measures)	
Measures	<ul style="list-style-type: none"> • 50 spectators indoors and 100 spectators outdoors with 2m physical distance maintained • Singers and players of wind or brass instruments must be separated from spectators by plexiglass or some other impermeable barrier • Rehearsal or performing a recorded or broadcasted event permitted • Performers and employees must maintain 2m physical distance except for purposes of the performance • Drive-in performances permitted 	Measures from previous level and: <ul style="list-style-type: none"> • Liquor sold or served only between 9 a.m. to 11 p.m. • No consumption of liquor permitted between 12 a.m. to 9 a.m. • Require contact information from all patrons • Safety plan available upon request 	Measures from previous levels and: <ul style="list-style-type: none"> • Liquor sold or served only between 9 a.m. to 9 p.m. • No consumption of liquor between 10 p.m. and 9 a.m. • Require screening of patrons (e.g., questionnaire) 	Measures from previous levels and: <ul style="list-style-type: none"> • Closed to spectators • Rehearsal or performing a recorded or broadcasted event remains permitted • Singers and players of brass or wind instruments must be separated from any other performers by plexiglass or other impermeable barrier 	LOCKDOWN Stage 1 / Pre-Stage 1 

For Information Only

Primary Health Care Recruitment Program Update

Presented To:	City Council
Presented:	Tuesday, Dec 15, 2020
Report Date	Wednesday, Nov 25, 2020
Type:	Managers' Reports

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

The Primary Healthcare Provider Recruitment program supports the Strategic Objectives outlined in the City of Greater Sudbury Strategic Plan 2019-2027 including Business Attraction, Development and Retention, Economic Capacity and Investment Readiness and Creating a Healthier Community.

Report Summary

This report provides an update on the Primary Healthcare Provider Recruitment and Retention Program, including results to date, current family physician demographics, economic impact of recruitment efforts, and a general overview of the current initiatives undertaken and the role that the City of Greater Sudbury plays in the recruitment of primary healthcare providers to the community.

Financial Implications

There are no financial implications associated with this report.

Signed By

Report Prepared By

Ryan Humeniuk
Physician Recruitment Coordinator
Digitally Signed Nov 25, 20

Division Review

Meredith Armstrong
Acting Director of Economic Development
Digitally Signed Nov 25, 20

Financial Implications

Steve Facey
Manager of Financial Planning & Budgeting
Digitally Signed Nov 25, 20

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Nov 25, 20

Primary Healthcare Provider Recruitment & Retention Program

2020 Update

Council meeting date: November 24, 2020

Report date: October 20, 2020

Summary

During the 2020 Budget deliberations, Council requested an update on the Primary Healthcare Provider Recruitment and Retention Program and the results this initiative has generated to date.

Coordinated through the Economic Development division, this program has achieved considerable results since its inception, and even with limited resources more recently, it continues to garner success to the benefit of the community despite the discontinuation of incentive grants through return-of-service agreements. In fact by the end of 2020, this program will have resulted in the recruitment of 83 family physicians who will provide primary care for approximately 114,500 citizens. Nevertheless, through attrition and retirement of existing family practices, there remains a need to continue recruitment of new primary healthcare providers to the community.

The following report will provide an outline of these results.

Background

A major focus of the previous *Strategic Physician Recruitment and Retention Program 2007-2011* and the current *Primary Healthcare Provider Recruitment and Retention Program* is to enhance the City of Greater Sudbury's efforts at recruiting family physicians and nurse practitioners, to ensure that citizens have regular access to a primary health care provider.

The City of Greater Sudbury has experienced much success since the start of the enhanced physician recruitment program. In fact the best practices and tactics from this program have since been utilized and incorporated into other programs and initiatives such as the Rural and Northern Immigration Pilot as well as ongoing community efforts to attract and welcome international students to our community.

Since 2008, 89 family physicians and three nurse practitioners were recruited using the various initiatives found within the program, as follows:

- Four of the 89 family physician recruits have left the community following completion of their return of service period due to decisions to pursue other opportunities
- An additional two family physicians who were recruited without the use of return of service agreements, have also relocated.

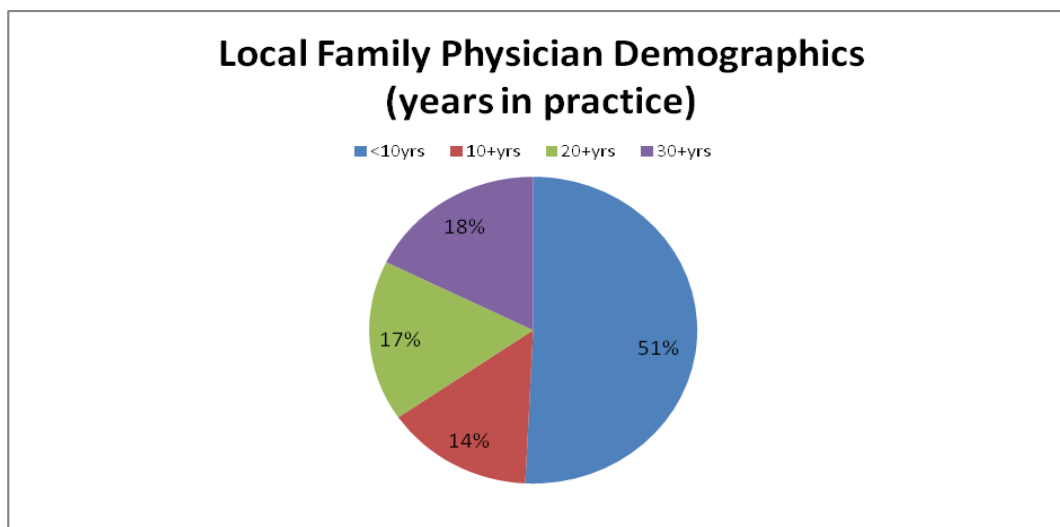
By the end of this year, out of the 83 remaining family physician recruits,

- 78 of the 83 future family physicians will have begun practice in Greater Sudbury;
- The remaining 5 future family physicians are scheduled to begin practice in 2021
- These 83 family physicians will provide primary care for approximately 114,500 citizens.

Note that some individuals who received return of service incentives from the City of Greater Sudbury decided to change the type and location of their practice plans resulting in ineligibility for incentives from the City of Greater Sudbury and had to return the funds. These individuals are not included in the recruitment numbers provided above. The funds returned were then re-invested by offering that incentive money to other recruits.

Even with the successes experienced in recruitment,

- Each year we are losing approximately three to four family physicians, mostly due to retirement.
- Family physicians who are retiring have much larger practices than what new family physicians typically take on. In some cases it takes several new family physicians to fill a vacancy left by a retiring physician. Staff are aware of two family physicians planning to retire in the next year who combined have a large patient roster. It is estimated that it could take 4-6 new family physicians to take over this number of patients.
- Currently 18% of our 130 family physicians have over 30 years in practice, and it can be assumed that attrition due to retirement will continue for several years to come.
- By contrast, once all new recruits begin to practice, just over half of the family physicians in Greater Sudbury will have been in practice less than 10 years. These are newly minted physicians who have their choice of practice locations, and the fact that they are choosing Greater Sudbury is a positive indication that recruitment efforts are achieving results.



ECONOMIC IMPACT OF A FAMILY PHYSICIAN

The Physician Recruitment program can demonstrate return on the City's investment and benefits to the community with some impressive numbers:

- Several studies indicate that the economic multiplier for family medicine practices ranges between 1.5 - 2.05.

- Taking this into account, based on the recruitment of 83 family physicians, using the lowest economic multiplier of 1.5, combined they will contribute approximately \$49.8 million annually into our local economy.
- Studies also indicate that family physician practices contribute significantly to local job creation through direct/indirect jobs. Examples of direct jobs would include the hiring of physician themselves and those who provide patient care under the supervision or referral of physicians – including all employees in the offices of physicians as well as in pharmacies, home health care services, outpatient care centres, medical and diagnostic laboratories, other ambulatory health care services, hospitals, and nursing care facilities.
- It is important to note that each family physician office is essentially a small business which is responsible for paying for property costs, utilities and expenses associated with staffing and supplies.

It is quite evident that the work undertaken in recruitment has not only increased access to primary health care services for citizens, but has also made a significant contribution towards the local economy and has supported local job creation.

Another important point to highlight is that when large companies are looking for communities to locate to and invest in, part of their search criteria is frequently the availability and access to health care services within the community for their future employees to ensure a healthy workforce. The City of Greater Sudbury is well positioned when compared to other areas, with several family physicians located across the community currently accepting new patients.

The Role of the City of Greater Sudbury and Staff

Despite not currently offering financial incentives, the City of Greater Sudbury continues to experience success with its recruitment efforts. The strategy has remained effective due to the complementary support and resources provided by staff, as well as the promotion of the general advantages associated with living in the City of Greater Sudbury. These support services and resources include the following:

- Finding locums for existing physicians to cover for leaves of absence/maternity leaves
- Linking new family physicians with practice opportunities available across the CGS
- Provide overview of current practice opportunities including site tours
- Answering community-related questions
- Providing support to the recruits family (e.g. assistance with finding schools for children, spousal employment opportunities and so on)
- Customized city tours
- Assistance with housing/accommodation searches
- Occasional special requests and settlement assistance

Staff are also involved in several committees including the Northeastern Healthcare and Recruitment Association led by the Regional Advisor of Ontario Health – Health Force Ontario, and the Health Sciences North Medical Human Resources Planning Committee. Involvement on these committees allows staff to be further connected at a regional level as well as to ensure a better understanding of the physician recruitment priorities within Health Sciences North.

Building a strong relationship with NOSM learners and staff

With the official opening of the Northern Ontario School of Medicine (NOSM) in September of 2005, the City of Greater Sudbury gained a crucial resource for the future of healthcare in our community. Research has shown that a significant number of new physicians end up practicing in the communities in which they were trained. Furthermore, NOSM is mandated to train medical professionals for future practice in rural, remote and northern communities. As such, the learners who graduate from NOSM are better acquainted with practice models and opportunities in Greater Sudbury.

NOSM is the ideal solution to the specific physician shortages faced by our community. Many NOSM learners are local to Greater Sudbury and the region, and are interested in practicing in our community following residency training. However, without the proper programs in place, and acknowledging that these individuals are in high demand and may be courted by other communities in the province, they may not stay here. As a municipal government, the City has continued to strengthen its relationship with current and future medical learners and works to foster the development of these learners by providing adequate opportunities for social and professional relationships to be established within our community, encouraging them to “put down roots” and retaining them for the long term.

Staff have also built strong relationships with the staff at NOSM. For instance, CGS staff have participated in numerous committees comprised mainly of NOSM staff and tasked with the planning of conferences and other NOSM-hosted events. CGS staff also provide services such as city tours when NOSM has visiting candidates or guests.

INCENTIVES

In previous years, a major component of the physician recruitment program included the use of financial incentives which allowed the City of Greater Sudbury to remain competitive considering many municipalities were offering quite lucrative incentive packages. Since 2019, an incentive budget has not been in place so the recruitment program now focuses entirely on the marketing initiatives and staff support provided to potential recruits.

From 2008 to 2018, with the exception of 2016, funding for incentives was provided through one-time funding commitments from City Council. Each year, a one-time funding request had been proposed based on the projections for the upcoming year. As indicated above beginning in 2019 no budget has been in place to provide for financial incentives.

Funding commitments had declined over time since the inception of the program as follows:

2008 - \$220,000
2009 - \$380,000
2010 - \$500,000
2011 - \$440,000
2012 - \$400,000
2013 - \$200,000
2014 - \$150,000
2015 - \$150,000
2016 – 0

2017 - \$150,000
2018 - \$150,000
2019 – 0
2020 – 0

In 2016, funding for the incentive component was provided entirely by funds collected from previously returned incentive payments.

Recently some additional incentive repayments have occurred. These dollars are returned to the City by the participants once their return-of-service agreements are terminated, and they are then available to be offered as incentives to potential recruits through a new two-year return-of-service agreement. In this way the City has maintained the ability to offer limited incentive grants and has maximized the resources available to support this program without requiring new budget for the grants.

MARKETING INITIATIVES

In the absence of financial incentives, marketing our community to medical learners and visiting physicians, and providing the individualized assistance to medical learners and potential physician recruits as noted above, are now the main components of the overall strategy, achieving demonstrated success.

This year due to COVID-19 staff temporarily pivoted away from the traditional tactics previously used in the recruitment program which involved mostly in-person events and interactions. As an alternative, staff have been exploring virtual options to continue building relationships with potential recruits to effectively market practice opportunities currently available in Greater Sudbury.

For instance, each September the City of Greater Sudbury hosts an annual welcome event on the William Ramsey Cruise Boat for the first year NOSM students as part of their orientation week.

This year, as an alternative, Mayor Bigger and City staff took part in a virtual session which allowed the opportunity to meet the first year class and to inform them of the support services provided to them.

Similarly, in early December staff will be attending a virtual Community Engagement session with the NOSM Family Medicine Residents, hosted by Ontario Health, which will provide an opportunity to market opportunities to those approaching the completion of their medical training and who may be interested in practicing in Greater Sudbury. Staff will continue to identify and take part in virtual events to ensure the momentum of the program continues while COVID restrictions are in place.

Marketing initiatives as part of the Primary Healthcare Provider Recruitment and Retention Program are funded through the annual physician recruitment and retention marketing budget which is \$32,500 in 2020. The marketing budget has been reduced by 60% from \$80,356 in 2010.

The following is a breakdown of the annual budget allocation for recruitment and retention marketing, included in the Operational budget of the Economic Development division:

2008 - \$78,000
2009 - \$79,560
2010 - \$80,356
2011 - \$80,356
2012 - \$75,356
2013 - \$75,356
2014 - \$75,356
2015 - \$36,356
2016 - \$35,000
2017 - \$35,000
2018 - \$32,500
2019 - \$32,500
2020 - \$32,500

The City of Greater Sudbury Primary Healthcare Provider Recruitment Program continues to be actively involved in attracting new family physicians and nurse practitioners to our community. Pre-COVID, showcasing our city to both medical learners and visiting physicians was done through the following initiatives:

i) Northern Ontario School of Medicine Medical Learner Orientation/Social events

Every year the City of Greater Sudbury sponsors and hosts numerous events for the new and continuing medical learners at the Northern Ontario School of Medicine (NOSM) which highlight the lifestyle opportunities which exist in Greater Sudbury while affording us the opportunity to strengthen relationships with these future physicians. By strengthening relationships with these learners, staff are able to identify those who plan to remain in the community to practice and remain in contact with those who have not yet made practice decisions.

Examples of previous events are as follows:

- Afternoon skate on Ramsey Lake Skate Path
- Sleigh ride & Dinner
- William Ramsey Cruise Welcome Event for new NOSM medical students
- Sudbury Yacht Club Welcome Event for new NOSM medical residents
- Science North/Dynamic Earth Tours (year-round/as requested)

ii) Guided City Tours

The City of Greater Sudbury regularly provides guided city tours to prospective medical learners and visiting physicians. Coordinated and hosted by CGS staff, these tours include visiting various points of interest throughout the city while answering any questions that candidates may have.

- Personalized to focus on an individual's interests.
- Coordinated for events such as the Canadian Residency Matching Service interview weekend, as fourth year medical students from across the country and around the World are in Sudbury, being interviewed for available spots in the NOSM residency program.

- Perfect opportunity to showcase our community first-hand to a very broad audience.

iii) “Welcome to Greater Sudbury” Packages

The City of Greater Sudbury provides the Northern Ontario School of Medicine with welcome packages for all students and residents who come to our community for their training. Learners are provided with an opportunity to experience our community through a selection of complimentary passes to attractions throughout the city, generously provided by some of our community partners. Partners include:

- Science North/Dynamic Earth
- Sudbury Theatre Centre
- Sudbury Yacht Club
- Sudbury Wolves

Other information in the packages may include visitor guides, leisure guides, maps, trail maps, real estate information and other brochures on attractions and amenities available to our guests.

iv) Events to Reduce Professional and Social Isolation

Coordinating physician-resident-student events helps foster professional relationships between medical learners at NOSM and established physicians in the City of Greater Sudbury. Trained to practice in rural locations, NOSM students are ideal candidates to practice in the smaller outlying communities of Greater Sudbury. By encouraging professional relationships between our medical learners and established medical professionals, the City of Greater Sudbury can promote ties between learners and practitioners that could lead to recruitment.

v) Other Events

Northern Ontario School of Medicine Family Medicine Residents Holiday Gathering

Annually, the CGS sponsors a holiday gathering for the family residents during their December Academic Rounds. Academic Rounds take place monthly where NOSM Residents who are located across Northeastern Ontario come to Sudbury for various group training sessions taking place over a two day period. This December dinner event is an opportunity to foster healthy relationships with future family medicine practitioners and to share information with the group.

Northern Ontario School of Medicine Graduation Celebration

The City of Greater Sudbury sponsors the annual NOSM Graduation Celebration which takes place each spring. This student-organized formal provides those graduating from the undergraduate program at NOSM an opportunity to celebrate their achievements with family and friends. It also provides staff with an opportunity to:

- Congratulate the graduating class
- Showcase our community to a group of bright, driven and determined future physicians, many of whom will be coming back to Sudbury to practice after completing residency training.
- Build a strong relationship with those moving onto residency programs across the country.

Staff work with contacts at NOSM to provide resources and advice as appropriate to assist with the planning of events such as the graduation celebration event.

RETENTION INITIATIVES

While recruiting primary healthcare professionals is of paramount importance to improving overall healthcare in our community, equally important is retaining them for the long term. The City of Greater Sudbury continues to host and/or support the following retention events to show appreciation for current providers, the services that they provide to our community and their continued dedication towards their profession:

- Physician and Family Appreciation Day Brunch
- Docs on Greens Golf Tournament
- Sudbury and District Medical Society (SDMS) Christmas Party

Unfortunately due to COVID-19, the 17th Annual Physician and Family Appreciation Day Brunch was cancelled due to the large group size expected to attend.

A golf tournament hosted by the Sudbury and District Medical Society did take place while ensuring that all COVID-19 legislation was followed. Despite being allowed up to 50 golfers, the Sudbury and District Medical Society restricted the group size to 20.

COMMUNITY PARTNERSHIPS AND OTHER SUPPORT

Physician Recruitment Community Partnership

The City of Greater Sudbury has created strong community partnerships with local businesses to support recruitment and retention. Through in-kind donations and private sector funding, the CGS secures additional resources to support various initiatives to help market our community.

Through these affiliations, staff have been able to provide medical students and residents with complimentary passes to local attractions.

In some cases, businesses located in some of our outlying communities have contributed goods and services to be put towards a “recruitment package” for physicians who are considering setting up in their areas. These incentive packages further assist in encouraging new family physicians to practice in outlying communities.

Affiliations with local businesses provide access to a multitude of support services and programs that are invaluable to new physicians and their families. As well, community partners may provide an important source of employment opportunities for spouses of physicians.

Conclusion

The current *City of Greater Sudbury Primary Healthcare Provider Recruitment and Retention Program* and the former *City of Greater Sudbury Strategic Physician Recruitment and Retention*

Program 2007 – 2011 have proven to be effective at recruiting family physicians and nurse practitioners to Greater Sudbury. The results of the program have had a significant impact within the community, allowing many citizens to gain regular access to a primary healthcare provider who otherwise would not have had one.

Presented To:	City Council
Presented:	Tuesday, Dec 15, 2020
Report Date	Tuesday, Nov 17, 2020
Type:	Managers' Reports

Request for Decision

Cultural Heritage Evaluation – 7 Serpentine Street, Copper Cliff

Resolution

THAT the City of Greater Sudbury directs staff to issue Notice of Intent to Designate under the Ontario Heritage Act for 7 Serpentine Street, Copper Cliff, as outlined in the report entitled "Cultural Heritage Evaluation – 7 Serpentine Street, Copper Cliff", from the General Manager of Growth Infrastructure, presented at the City Council meeting on December 15, 2020.

Relationship to the Strategic Plan / Health Impact Assessment

The protection and conservation of cultural heritage resources provides economic, environmental and social benefits and is consistent with Council's strategic objectives of creating a healthier community and strengthening community vibrancy.

Report Summary

On May 19, 2020, Council directed staff to "initiate the process to designate 7 Serpentine Street under Part IV of the Ontario Heritage Act."

This report presents the findings of the Cultural Heritage Evaluation Report and seeks direction regarding the next steps.

Financial Implications

There are no financial implications associated with this report.

A designation on the property would have a minimal impact on the value and the City's ability to sell the building.

Signed By

Report Prepared By

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Senior Planner
Digitally Signed Nov 17, 20

Manager Review

Kris Longston
Manager of Community and Strategic Planning
Digitally Signed Nov 17, 20

Division Review

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Recommended by the Department

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General Manager of Growth and Infrastructure
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Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
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**Cultural Heritage Evaluation
7 Serpentine Street, Copper Cliff
Planning Services Division
Report Date: November 23, 2020**

BACKGROUND

Council declared 7 Serpentine as surplus to its needs on November 25, 2019 (See Reference 1). On May 19, 2020, the following motion was presented and passed:

“WHEREAS the former Copper Cliff Fire Hall situated at 7 Serpentine Street, Copper Cliff, which was constructed in 1909, was added/listed in the City of Greater Sudbury Heritage Register in 2014;

AND WHEREAS the municipal register is the official list or record of cultural heritage properties that have been identified and “listed” as being important to the community;

AND WHEREAS “listing” is a means to formally identify properties that may have cultural heritage value or interest to the community and is an important tool in planning for their conservation and a measure of interim protection in that the owners must give the Municipality 60 days notice prior to demolition, which allows the municipality to decide whether to begin the designation process to give long term protection to the property;

AND WHEREAS at its meeting of November 25th, 2019, the Planning Committee approved that 7 Serpentine Street in Copper Cliff be declared surplus to the City’s needs and be marketed for sale to the general public;

AND WHEREAS the former Copper Cliff Fire Hall is a land mark building with strong historical links to its surroundings and should be designated to be of cultural heritage value or interest;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to initiate the process to designate 7 Serpentine Street under Part IV of the Ontario Heritage Act, which would include consulting with the Municipal Heritage Advisory Panel as required by the Act, evaluating the property pursuant to the prescribed criteria, returning to Council with a staff recommendation, issuing a “Notice of intention to designate” including the publishing of the notice in the newspaper, an appeal period and the passage of a by-law.”

The Cultural Heritage Evaluation Report (CHER) and the Notice of Intention to Designate are included as Attachments A and B to this report.

The property at 7 Serpentine Street is owned by the City of Greater Sudbury.

7 Serpentine Street – Former Copper Cliff Fire Hall

Based on the consultant’s review and analysis, it is their professional opinion that the Property at 7 Serpentine Street has cultural heritage value or interest as it meets four of the nine criteria outlined under Ontario Regulation 9/06: Criteria for Determining Cultural Heritage Value or Interest. The CHER found that the Property has cultural heritage value or interest for its

physical/design, historical/associative, and contextual values. Thus, it would be eligible for designation under Section 29 Part IV of the Ontario Heritage Act.

Staff has consulted with the Municipal Heritage Advisory Panel as required by the Act in the designation process. The Panel has reviewed the Cultural Heritage Evaluation Report and the Notice of Intent to Designate prepared by the consultants and is in support of the designation.

Options

Based on the above, the City may:

- Proceed with issuing a Notice of Intent to Designate for 7 Serpentine for all or some of the features;
- Not Issue a Notice of Intent to Designate

As noted in the November 9, 2020 report to Planning Committee, the *Ontario Heritage Act* changes and associated regulations are proposed to come into effect on January 1, 2020. Should the City issue a NOID prior to this date, the process would continue under the current and in effect Act.

Summary

On May 19, 2020, Council directed staff to “initiate the process to designate 7 Serpentine Street under Part IV of the Ontario Heritage Act.” This report presents the findings of the Cultural Heritage Evaluation Report and seeks Council direction regarding the next steps.

References

1. “7 Serpentine Street, Copper Cliff – Declaration of Surplus Property”, report presented at the November 25, 2019 Planning Committee Meeting
<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1387&itemid=17168&lang=en>
2. Council Resolution 2020-134, passed on May 19, 2020
<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1470&itemid=rec>

REPORT:

Cultural Heritage Evaluation Report

Copper Cliff Fire Hall

7 Serpentine Street, Copper Cliff,
Greater Sudbury, Ontario



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September 22, 2020

Project # LHC0218

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EXECUTIVE SUMMARY

The Executive Summary only provides key points from the report. The reader should examine the complete report including background research and limitations.

Letourneau Heritage Consulting Inc. (**LHC**) was retained by the City of Greater Sudbury to complete a Cultural Heritage Evaluation Report (**CHER**) for the property at 7 Serpentine Street (**the Property**) in the community of Copper Cliff, which is located within the City of Greater Sudbury, Ontario (**the City**). The Property—owned by the City—was added to the City’s Heritage Register in 2014. It was declared surplus property and marketed for sale on 25 November 2019. A Request to Initiate the Process to Designate the Property was approved by City Council on 19 May 2020. This process “...would include consulting with the Municipal Heritage Advisory Panel as required by the Act, evaluating the property pursuant to the prescribed criteria, returning to Council with a staff recommendation, issuing a “Notice of intention to designate” including the publishing of the notice in the newspaper, an appeal period and the passage of a by-law.”¹ The purpose of this CHER is to independently evaluate the Property for cultural heritage value or interest of the Property.

Based on our review and analysis, it is LHC’s professional opinion that the Property at 7 Serpentine Street has cultural heritage value or interest as it meets four of the criteria outlined under *Ontario Regulation 9/06: Criteria for Determining Cultural Heritage Value or Interest*. LHC found that the Property has cultural heritage value or interest for its physical/design, historical/associative, and contextual values. Thus, it would be eligible for designation under Section 29 Part IV of the *Ontario Heritage Act*.

¹ City of Greater Sudbury City Council. 19 May 2020. Agenda. Accessed at: <https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1470#agendaitem18697>

REPORT LIMITATIONS

The qualifications of the heritage consultants who authored this report are provided in Appendix B. All comments regarding the condition of the structures on the Property are based on superficial visual inspection and are not a structural engineering assessment, unless directly quoted from the AS2 Consulting Engineers engineering report dated 5 May 2016 for the Property. The findings of this report do not address any structural or physical condition related issues associated with the building on the Property or the condition of any heritage attributes.

With respect to historical research, the purpose of this report is to evaluate the property for Cultural Heritage Value or Interest. The authors are fully aware that there may be additional historical information that has not been included. Nevertheless, it is the professional opinion of the authors that the information collected, reviewed, and analyzed is sufficient to conduct an evaluation using *Ontario Regulation 9/06*. As such, this report reflects the professional opinion of the authors and the requirements of their membership in various professional and licensing bodies.

Due to the COVID-19 pandemic access to archives, including the National Air Photos Library, Library and Archives Canada, Archives of Ontario, and the City of Greater Sudbury Archives was limited.

RIGHT OF USE

The information, recommendations and opinions expressed in this report are for the sole benefit of 'Owners'. Any other use of this report by others without permission is prohibited and is without responsibility to LHC. The report, all plans, data, drawings and other documents as well as all electronic media prepared by LHC are considered its professional work product and shall remain the copyright property of LHC, who authorizes only the Owners and approved users (including municipal review and approval bodies) to make copies of the report, but only in such quantities as are reasonably necessary for the use of the report by those parties. Unless otherwise stated, the suggestions, recommendations and opinions given in this report are intended only for the guidance of Owners and approved users.

In addition, this assessment is subject to the following limitations and understandings:

- The review of the policy/legislation was limited to that information directly related to cultural heritage management; it is not a comprehensive planning review.
- Soundscapes, cultural identity, and sense of place analysis were not integrated into this report.

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1 INTRODUCTION

Letourneau Heritage Consulting Inc. (**LHC**) was retained by the City of Greater Sudbury (**the client**) to complete a Cultural Heritage Evaluation Report (**CHER**) for the property at 7 Serpentine Street (**the Property**) in the community of Copper Cliff, located within City of Greater Sudbury, Ontario (**the City**). The Property –owned by the City— was added to the City’s Heritage Register in 2014. It was declared surplus property and marketed for sale on 25 November 2019. A *Request to Initiate the Process to Designate* the Property was approved by City Council on 19 May 2020. This process “...would include consulting with the Municipal Heritage Advisory Panel as required by the Act, evaluating the property pursuant to the prescribed criteria, returning to Council with a staff recommendation, issuing a “Notice of intention to designate” including the publishing of the notice in the newspaper, an appeal period and the passage of a by-law”.² The purpose of this CHER is to independently evaluate the Property for cultural heritage value or interest (**CHVI**) of the Property.

This CHER involves research and analysis of the history, current context, and review of the heritage planning framework of the Property followed by evaluation for CHVI using *Ontario Regulation 9/06 (O. Reg. 9/06) Criteria for Determining Cultural Heritage Value or Interest* of the *Ontario Heritage Act (OHA)*.

1.1 Property Location

7 Serpentine Street is located in the community known as Copper Cliff in the western end of Sudbury. It is in Ward 2 (Figure 1). The Property is on the south side of the street approximately halfway between Godfrey Drive –to the west—and Gribble Street –to the east. Serpentine Street is in the historic centre of Copper Cliff. Serpentine Street was observed to generally include small-scale commercial land uses surrounded by residential areas (Figure 2). Vale Canada Limited operates mines around the community of Copper Cliff. The Property is currently zoned C2 General Commercial Zone. There are no adjacent heritage properties and the area is indicated by the City of Greater Sudbury Official Plan as the potential Copper Cliff Heritage District.

² City of Greater Sudbury City Council. 19 May 2020. Agenda.

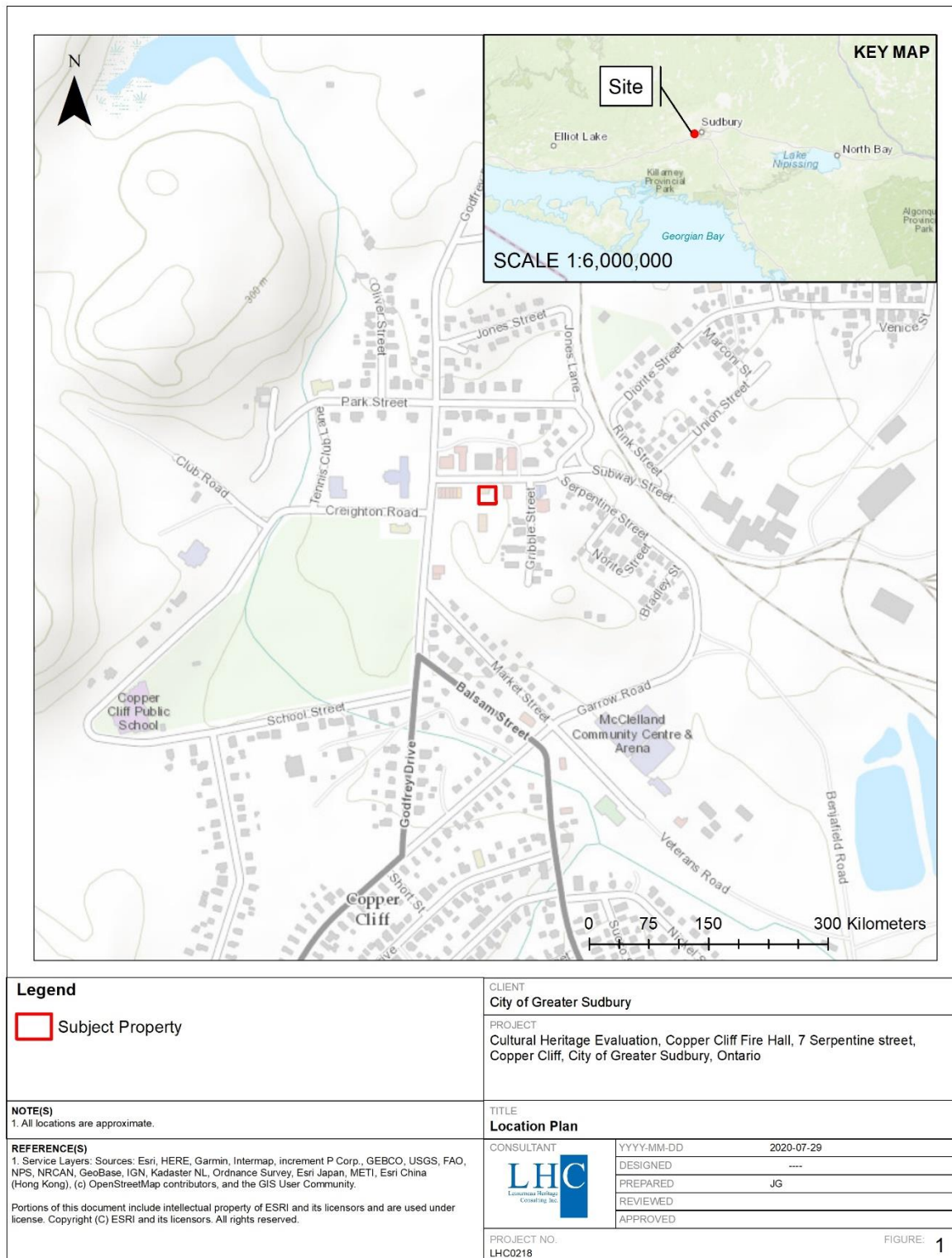


Figure 1: Greater Property location (Source: LHC, 2020).



Figure 2: Property location, current conditions (Source: LHC, 2020).

2 STUDY APPROACH

2.1 Methodology

This CHER follows a three-step approach to understanding and evaluating cultural heritage resources:

- Understanding the heritage planning regulatory framework;
- Understanding the significance of the heritage resource (architectural, historical and contextual background research); and,
- Understanding the existing conditions of the property.

This is consistent with the recommended methodology outlined by the Ministry of Heritage, Sport, Tourism, and Cultural Institution's (**MHSTCI**) in the *Ontario Heritage Toolkit: Heritage Property Evaluation* (2006). The MHSTCI identifies three key steps: Historical Research, Site Analysis, and Evaluation.³ This CHER also includes a policy analysis to outline applicable provincial and local legislation and policies.

2.1.1 Legislation and Policy Review

In the Province of Ontario, criteria for determining cultural heritage value or interest is prescribed by *O. Reg. 9/06* of the *OHA*. To better understand the local context for evaluation of CHVI under the *OHA*, it must be determined if there are any supplemental municipal approaches or priorities that augment the provincially established process. For example, a municipality can build on the criteria of *O. Reg. 9/06* by using adopted thematic history, identifying specific views in its Official Plan, or by adopting an evaluative template. The legislative and policy framework for this CHER is presented in Section 3, Legislative and Policy Context.

2.1.2 Historical Research

Historical research was undertaken to outline the history and development of the Property and place it in a broader community context. Research material, including air photos, mapping, local histories and photographs, were obtained from:

- City of Greater Sudbury Archives;
- Greater Sudbury Public Library;
- Archives of Ontario;
- Library and Archives Canada; and,
- Western University.

Secondary research was based on books, research files and resources held by LHC—such as historical atlases, local histories, and architectural reference texts—available online sources, and previous assessments including:

- City of Greater Sudbury Planning Committee. 12 May 2014. *Request for Decision Development of a Municipal Heritage Register: 7 Serpentine Street, Copper Cliff – Former Copper Cliff Fire Hall*.

³ Ministry of Culture. 2006a. *Ontario Heritage Toolkit: Heritage Property Evaluation*, p. 19.

- A2S Consulting Engineers. 5 May 2016. *Structural Condition Evaluation of Copper Cliff Police Store Front 7 Serpentine Street Copper Cliff, Ontario*.
- City of Greater Sudbury Planning Committee. 25 November 2019. *7 Serpentine Street, Copper Cliff-Declaration of Surplus Property*.
- City of Greater Sudbury Council. 19 May 2020. *Request to Designate Former Copper Cliff Fire Hall to be of Cultural Heritage Value*.

Additional sources referenced in the preparation of this report are listed as footnotes and in the report's reference list.

2.1.3 Site Visit

On 13 and 14 August 2020 Marcus Létourneau and Colin Yu conducted a site visit of the Property. The objective of the site visit was to document the Property and its surrounding context to understand it and record existing conditions. A second site visit was completed at the end of September 2020 by Marcus Létourneau.

2.1.4 Evaluation

This CHER used the criteria for determining Cultural Heritage Value or Interest from *O. Reg. 9/06* to evaluate the Property (Section 7: Evaluation).

2.2 Consultation

Between 23 July 2020 and 14 August 2020 LHC consulted with City of Greater Sudbury staff for information about the Property including Ed Landry, Kris Longston and Chad Kobylka. These consultations asked for any historical information and building structural reports on the Property. LHC was provided with a structural condition report on the property and requests for additional information were forwarded to the City Archives and Greater Sudbury Museums.

LHC contacted City Archivist Shanna Fraser on 23 July 2020 about sources for historical information on Copper Cliff and the Fire Hall and was provided with links to relevant sources.

LHC contacted the Curator of the Greater Sudbury Museums, Samantha Morel on 23 July 2020 to inquire about historic images of the Fire Hall and downtown Copper Cliff.

2.3 Heritage Designation Process

An overview of the heritage designation process under the *OHA* has been included in Section 134 for Greater Sudbury City staff and the Municipal Heritage Advisory Committee. This overview has been requested by City staff as the most recent heritage designation in Greater Sudbury was completed in 2002 and the City currently has only eight designated heritage properties (under Section 29 Part IV) and eight 'listed' (Section 29 Part IV) heritage properties.

3 LEGISLATIVE AND POLICY CONTEXT

3.1 Provincial Legislative Context

In Ontario, cultural heritage is considered a matter of provincial interest and cultural heritage resources are managed under Provincial legislation, policy, regulations, and guidelines. Cultural heritage is established as a key provincial interest directly through the provisions of the *OHA*, the *Planning Act*, and the *PPS*. Other provincial legislation deals with cultural heritage indirectly or in specific cases. The *Environmental Assessment Act* and the *Environmental Protection Act* use a definition of “environment” that includes cultural heritage resources and the *Funeral, Burial and Cremation Services Act* addresses historic cemeteries and processes for identifying historic graves. These various acts and the policies under these acts indicate broad support for the protection of cultural heritage by the Province. They also provide a legal framework through which minimum standards for heritage evaluation are established. What follows is a summary of the applicable legislation and policy regarding the identification and evaluation of cultural heritage.

3.1.1 *The Planning Act*, R.S.O. 1990, c. P.13

The Planning Act is the primary document for municipal and provincial land use planning in Ontario. This Act sets the context for provincial interest in heritage. It states under Part I (2, d):

The Minister, the council of a municipality, a local board, a planning board and the Municipal Board, in carrying out their responsibilities under this Act, shall have regard to, among other matters, matters of provincial interest such as...the conservation of features of significant architectural, cultural, historical, archaeological or scientific interest.⁴

Details about provincial interest as it relates to land use planning and development in the province are outlined in the *Provincial Policy Statement* which is issued under the authority of Part 1 (3) of the *Planning Act*. Under the current legislative system, municipalities may grant additional height or density bonuses in exchange for the conservation of heritage resources as a community benefit under Section 37 of *The Planning Act* (1990).

Changes to the *Planning Act* and the ability of municipalities to negotiate Community Benefits Development Charges have been proposed by Bill 108 *More Homes, More Choices Act* and Bill 197 *COVID-19 Economic Recovery Act*. Bill 197 repeals parts of Bill 108 and allows for Community Benefits Charges for developments over 5 stories or 10 units and can only be applied once.⁵ Bill 108 and Bill 197 have received Royal Assent but have not yet been proclaimed.

3.1.2 Provincial Policy Statement (2020)

The *PPS* is issued under the authority of Section 3 of *The Planning Act* (1990) and provides further direction for municipalities regarding provincial requirements. The *PPS* sets the policy foundation for regulating the development and use of land in Ontario. Land use planning

⁴ *Planning Act*, R.S.O. 1990, c. P.13, Part I (2, d).

⁵ Davies Howe. 28 July 2020. Bill 197 (Covid-19 Economic Recovery Act) Summary Of Specific Legislation. Accessed at: <http://www.davieshowe.com/covid-19-economic-recovery-act-summary-of-specific-legislation/>

decisions made by municipalities, planning boards, the Province, or a commission or agency of the government must be consistent with the *PPS*. The Province deems cultural heritage and archaeological resources to provide important environmental, economic and social benefits. The *PPS* directly addresses cultural heritage in Section 1.7.1e and Section 2.6.

Section 1.7 of the *PPS* regards long-term economic prosperity and promotes cultural heritage as a tool for economic prosperity. The relevant subsection states that long-term economic prosperity should be supported by:

1.7.1e encouraging a sense of place, by promoting well-designed built form and cultural planning, and by conserving features that help define character, including built heritage resources and cultural heritage landscapes.

Section 2.6 of the *PPS* articulates provincial policy regarding cultural heritage and archaeology. Subsections state:

2.6.1 Significant built heritage resources and significant cultural heritage landscapes shall be conserved.

2.6.2 Development and site alteration shall not be permitted on lands containing archaeological resources or areas of archaeological potential unless significant archaeological resources have been conserved.

2.6.3 Planning authorities shall not permit development and site alteration on adjacent lands to protected heritage property except where the proposed development and site alteration has been evaluated and it has been demonstrated that the heritage attributes of the protected heritage property will be conserved.

2.6.4 Planning authorities should consider and promote archaeological management plans and cultural plans in conserving cultural heritage and archaeological resources.

2.6.5 Planning authorities shall engage with Indigenous communities and consider their interests when identifying, protecting and managing cultural heritage and archaeological resources.

The *PPS* makes the consideration of cultural heritage equal to all other considerations in relation to planning and development within the province. According to Section 5 of *The Planning Act*:

A decision of the council of a municipality, a local board, a planning board, a minister of the Crown and a ministry, board, commission or agency of the government, including the Tribunal, in respect of the exercise of any authority that affects a planning matter...shall be consistent with [the *PPS*].⁶

The definition of significance in the *PPS* states that criteria for determining significance for cultural heritage resources are determined by the Province under the authority of the *OHA*.

⁶ *Planning Act*, R.S.O. 1990, c. P.13, Part I S. 5.

3.1.3 Ontario Heritage Act, R.S.O. 1990, c. O.18

The *OHA* and associated regulations establish the protection of cultural heritage resources as a key consideration in the land-use planning process, set minimum standards for the evaluation of heritage resources in the province, and give municipalities power to identify and conserve individual properties, districts, or landscapes of “cultural heritage value or interest.”

Individual heritage properties are designated by municipalities under Section 29, Part IV of the *OHA*. An *OHA* designation applies to real property rather than individual structures.

O. Reg. 9/06 identifies the criteria for determining cultural heritage value or interest under Section 29 of the *OHA* and is used to create a Statement of Cultural Heritage Value or Interest (**SCHVI**). These criteria are used in determining if an individual property has CHVI. The regulation has three criteria, each with three sub-criteria:

1. The property has design value or physical value because it,
 - i. is a rare, unique, representative or early example of a style, type, expression, material or construction method;
 - ii. displays a high degree of craftsmanship or artistic merit, or
 - iii. demonstrates a high degree of technical or scientific achievement.
2. The property has historical value or associative value because it,
 - i. has direct associations with a theme, event, belief, person, activity, organization or institution that is significant to a community;
 - ii. yields, or has the potential to yield, information that contributes to an understanding of a community or culture, or
 - iii. demonstrates or reflects the work or ideas of an architect, artist, builder, designer or theorist who is significant to a community.
3. The property has contextual value because it,
 - i. is important in defining, maintaining or supporting the character of an area;
 - ii. is physically, functionally, visually or historically linked to its surroundings, or
 - iii. is a landmark.⁷

If a property has been determined to meet the criteria of *O. Reg. 9/06*, and the decision is made to pursue designation, the *OHA* prescribes the process by which a designation must occur (elaborated on in Section 4). Municipal council may choose to protect a property determined to be significant.

Amendments to the *OHA* have been announced by the Province under Bill 108: *More Homes, More Choices Act*, but have not been proclaimed. Currently, municipal council may choose to protect a property determined to be significant under the *OHA*. After Bill 108 is proclaimed, decisions will be appealable to the Local Planning Appeal Tribunal for adjudication (2019, schedule 11). However, at present, Council's decision is final.

⁷ *O. Reg. 9/06*: Criteria for Determining Cultural Heritage Value or Interest.

3.1.4 Growth Plan for Northern Ontario

The City of Greater Sudbury falls within the *Growth Plan for Northern Ontario* (**Growth Plan**). The Growth Plan took effect on 3 March 2011 under authority of the *Places to Grow Act* (2005) and approved by the Lieutenant Governor in Council, Order-in-Council No 209/2011. The Growth Plan's purpose is to guide the population and economic growth of Northern Ontario for the next 25 years.

The Growth Plan's key goals include:

- Diversifying of traditional resource-based industries;
- Workforce education and training;
- Integration of infrastructure investments and planning; and,
- Tools for Indigenous peoples' participation in the economy.⁸

The Growth Plan's policies relating to heritage can be found in the Economy section. The section begins by stating:

Within arts and cultural industries, as well as in the tourism sector, competitive advantages arise from the North's unique history, culture and natural environment. This includes gaining an appreciation of the history and culture of Aboriginal peoples and Northern Ontario's French-speaking population, reconnecting with nature, and enjoying the diversity and vibrancy of urban communities.⁹

Section 2.2.2 states:

The Province will focus economic development strategies on the following existing and emerging priority economic sectors and the distinct competitive advantages that Northern Ontario can offer within these sectors:

c. arts, culture and creative industries ¹⁰

The Growth Plan also encourages the Province, industry, and partners to support the arts, culture, and creative industries by "celebrating the unique cultures and histories of the peoples of Northern Ontario".¹¹

3.2 Municipal Policy Context

3.2.1 The City of Greater Sudbury Official Plan (2016, Consolidated 2019)

The City of Greater Sudbury's (**the City**) Official Plan (**OP**) was adopted on 14 June 2006 and most recently consolidated in May 2019. The municipality is currently reviewing the OP in two phases, with Phase One approved by the Province and came into effect on 26 April 2019. Phase Two is ongoing and will support the Transportation Background Study update and the Water/Wastewater Master Plan. The City is a Single Tier municipality.

⁸ Province of Ontario. 2011. *The Growth Plan for Northern Ontario*. Accessed at: <https://www.ontario.ca/document/growth-plan-northern-ontario>

⁹ Ibid. p. 6.

¹⁰ Ibid. Section 2.2.2.

¹¹ Ibid. Section 2.3.4.

Part of the OP's vision is that "Cultural heritage assets identified in the Municipal Heritage Register are conserved, adaptively re-used and incorporated into new developments. The Archaeological Management Plan guides development in and around known archaeological sites in our community." ¹² By doing so, the OP contributes to its Healthy Community goals and Economic Development Strategic Plan.¹³

Section 13.0 of the OP outlines policies regarding Heritage Resources with the objective to:

- a) promote the conservation, restoration and rehabilitation of all heritage resources;
- b) ensure that heritage features are passed on for the enjoyment and care of future generations;
- c) prevent the demolition or inappropriate alteration of heritage resources;
- d) identify a range of features so they can be conserved and integrated into the community, including, buildings, sites, landscapes and artifacts of historical, archaeological and architectural significance; and,
- e) involve the public in heritage resource decisions affecting the City.¹⁴

Section 13.2 Heritage Structures, Districts and Cultural Landscapes outlines policies for Greater Sudbury's heritage. The most relevant to the Property have been included.

1. The City will prepare, publish and periodically update a Register of the City's cultural heritage resources in accordance with the *Ontario Heritage Act*. This Register will also contain non-designated properties that have been identified by the City as having significant cultural heritage value or interest.

4. Heritage buildings and structures involved in planning applications will be retained for their original use and in their original location wherever possible to ensure that their heritage value is not compromised. If the original use is no longer feasible, adaptive reuse of buildings and structures, will be encouraged where the heritage attributes will not be compromised. If it is not possible to maintain structures in their original location, consideration may be given for the relocation of the structure.

The City will also encourage methods of conservation including:

- a) repairing or conserving building materials and finishes and other components that are part of a property's heritage attributes;
- b) retaining and maintaining the visual settings and other physical relationships that contribute to the cultural heritage value of the property;
- c) retention of a built heritage resource as a heritage monument for viewing purposes only;
- d) salvaging elements of the resource for incorporation into a new building or structure for future conservation work or displays; and,

¹² The City of Greater Sudbury. 2016, consolidated 2019. *The City of Greater Sudbury Official Plan*. Accessed at: <https://www.greatersudbury.ca/city-hall/reports-studies-policies-and-plans/official-plan/> Section 1.4.

¹³ Ibid. Section 13.0.

¹⁴ Ibid. 13.1.

e) documentation for the City's archives.¹⁵

The City intends to establish the following heritage programs:

2. The City may establish heritage design guidelines and/or cultural heritage impact assessment guidelines that assist in the design and review of adaptive reuse proposals.
3. The City may establish a grant program for designated heritage properties. The intent of this program would be to help alleviate some of the financial burden placed upon property owners in the maintenance and conservation of heritage resources or the adaptive reuse of a designated heritage property.¹⁶

Section 13.3 outlines policies for the City's Archaeological Resources. The most relevant to the Property have been included.

1. Disturbance of known archaeological sites and areas of archaeological potential are discouraged by this Plan. This Plan encourages mapping the archaeological resource potential of the City of Greater Sudbury in order to better determine where an archaeological resource assessment will need to be conducted by a licensed archaeologist. Until such mapping is completed, development applications will be screened for archaeological potential in accordance with provincial standards.
2. Any alterations to known archaeological sites and areas of archaeological potential will only be performed by licensed archaeologists in accordance with the *Ontario Heritage Act*.
3. Where a development may cause an impact to archaeological resources or areas of archaeological potential, an archaeological assessment will be required in accordance with the *Ontario Heritage Act*. Archaeological resources that are located on a proposed development site will be conserved.¹⁷

Section 14.0 of the OP deals with Urban Design and encourages the "protection and integration of the natural environment and cultural heritage resources".¹⁸

The Property is located within the community of Copper Cliff which is subject to area specific policies. Concerning Additional Hazard Land Policies "the replacement, expansion or alteration of existing buildings and infilling on existing vacant residential lots may be permitted" in the Copper Cliff area.¹⁹ The Copper Cliff Heritage District has been identified by the OP as a future Community Improvement Plan area but has not yet begun the process.²⁰

¹⁵ Ibid. Section 13.2.

¹⁶ Ibid. Section 13.2.

¹⁷ Ibid. Section 13.3.

¹⁸ Ibid. Section 14.0.

¹⁹ Ibid. Section 20.7.1 Area D.

²⁰ Ibid. Section 15.2.

3.2.2 The City of Greater Sudbury Zoning By-Law 2010-100Z

The Property is zoned as C2 General Commercial Zone under Zoning By-Law 2010-100Z.²¹ Zoning By-Law 2010-100Z does not include requirements for heritage properties. C2 General Commercial permits the following uses:

- Dwelling Units (Any dwelling containing not more than 2 dwelling units, Multiple Dwelling, Private Home Daycare, and Shared Housing)
- Accessory Outdoor Display and Sales
- Business Office,
- Convenience Store
- Day Care Centre
- Financial Institution
- Medical Office
- Parking Lot
- Personal Shopping Service
- Pharmacy
- Professional Office
- Restaurant
- Retail Store²²

3.2.3 Town Centre Community Improvement Plan and Incentive Programs

The Property falls within the Copper Cliff area of the Town Centre Community Improvement Plan and Incentive Programs. If the Property were to be sold, the property owner would be eligible for the following programs which are distributed on an annual basis.

- Tax Increment Equivalent Grant Program;
- Planning and Building Fees Rebate Program (up to \$5000 maximum);
- Feasibility Study Grant (up to \$5000 maximum);
- Facade Improvement Program (50% of estimated cost up to \$15,000 maximum);
- Multi-Residential Interest-Free Loan Program; and,
- Residential Incentive Program (Per door grant).²³

3.2.4 Municipal Policy Context Summary

The City is generally supportive of heritage conservation and the integration of such properties into the community. Most of the OP policies concerning heritage encourage the adaptive reuse and integration of heritage properties to further intensification. The Copper Cliff Heritage District is identified as a future Community Improvement Plan area.

²¹ The City of Greater Sudbury. 2010. *The City of Greater Sudbury Zoning By-Law 2010-100Z*. Accessed at: <https://www.greatersudbury.ca/do-business/zoning/zoning-by-law-2010-100z/#C2>

²² Ibid.

²³ The City of Greater Sudbury. 2020. *Town Centre Community Improvement Plan and Incentive Programs*.

4 HERITAGE DESIGNATION PROCESS

Heritage planning is a form of community planning concerned with heritage conservation. The goal of heritage planning is to guide development towards thoughtful change which brings conservation and development together.²⁴ This goal is supported and informed by provincial and municipal policy documents, including but not limited to, the *Planning Act*, the *OHA*, the *PPS*, and Regional and Lower Tier Official Plans.

Cultural heritage conservation has been traditionally focused on the architectural form of buildings on a property, but this approach has been challenged by research into the value of cultural landscapes, intangible heritage, and the concepts of community value and identity (such as the Nara Document on Authenticity (1994); Burra Charter (1999, revised 2013); and the International Coalition of Sites of Conscience). Changes to this effect has been seen in the 2002 *Government Efficiency Act* and the 2005 revisions to the *Ontario Heritage Act*. Cultural heritage resources are now understood as critical aspect of community identity, sense of place, and contribute to sustainable, resilient, and healthy communities. It has also been recognized over the last 20 years that heritage conservation practice has become more litigious, and there is an increased emphasis on clear and transparent process.

Amendments to the *OHA* have been announced by the Province under Bill 108: *More Homes, More Choices Act*, but have not been proclaimed. Currently, municipal council may choose to protect a property determined to be significant under the *OHA*, even if the designation is appealed to the Conservation Review Board (CRB) as the CRB is an advisory body. After Bill 108 is proclaimed, decisions will be appealable to the Local Planning Appeal Tribunal for adjudication (2019, schedule 11). However, at present, Council's decision is final.

4.1 Steps to Designate a Heritage Property

Designating Heritage Properties (2006) includes a flowchart for designation (see Appendix C), and outlines six steps for designation, which include:

1. Identifying the property as a candidate for designation;
2. Researching and evaluating the property;
3. Serving Notice of Intention to Designate, with an opportunity for objection;
4. Passing and registering the designation bylaw;
5. Listing the property on the municipal register; and
6. Listing on the provincial register.²⁵

It should be noted that the below reflects the current process, and not the changes proposed by Bill 108.

²⁴ Kalman, H. 2014. *Heritage Planning: Principles and Process*. New York, NY: Routledge. p. 5.

²⁵ Ministry of Culture. 2006. *Designating Heritage Properties*. p.7 Accessed at:
http://www.mtc.gov.on.ca/en/publications/Heritage_Tool_Kit_DHP_Eng.pdf

Table 1: Steps to Designate a Heritage Property

Steps to Designate a Heritage Property
<p style="text-align: center;">Step 1: Identifying the Property</p> <p>Identification can be done through community nomination or through the listing of the property on the Municipal Heritage Register.²⁶ If there is support for designation from the community or municipality the property can then move onto Step 2.</p>
<p style="text-align: center;">Step 2: Researching and Evaluating the Property</p> <p><i>Heritage Property Evaluation</i> (2006) states that “individual properties considered for protection under Part IV, Section 29 of the <i>OHA</i> must undergo a more rigorous evaluation than is required for listing”.²⁷ If the evaluation shows that the property has Cultural Heritage Value or Interest (CHVI), then a SCHVI and a Description of Heritage Attributes may be created.²⁸ The SCHVI explains “the cultural heritage value or interest of the property and a description of the heritage attributes of the property”.²⁹ The SCHVI “should convey why the property is important and merits designation, explaining cultural meanings, associations and connections the property holds for the community.”³⁰</p> <p>The evaluation including research results, SCHVI, and description of heritage attributes is then submitted for review by Council and, if applicable, its Municipal Heritage Committee. Following their review, Council may approve a Notice of Intent to Designate (NOID).³¹</p> <p style="text-align: center;">Step 2.1: City of Greater Sudbury Heritage Act Municipal Ranking System</p> <p>The City of Greater Sudbury has created a <i>Heritage Act Municipal Ranking System</i> to rate the cultural heritage value of a property. The Ranking System is adapted from <i>O. Reg. 9/06</i> and states that:</p> <p style="padding-left: 40px;">Properties that meet 7 to 9 of the above criteria have significant cultural heritage value and are worthy of possible designation under Part 4 of the <i>Ontario Heritage Act</i>. Properties that meet 4 to 6 of the above criteria have moderate cultural heritage value and are worthy of possible listing in the City's register of heritage properties. Properties that meet 1 to 3 of the above criteria have low cultural heritage value and are worthy of possible documenting and recording.³²</p> <p>Council did not adopt this Ranking System, and thus it does not have any formal status. Furthermore, the ranking system is inconsistent with the intent of the <i>OHA</i>, and particularly</p>

²⁶ MHSTCI, 2006 p.8

²⁷ Ibid. p.20

²⁸ Ibid. p. 15.

²⁹ *Ontario Heritage Act* (3) (b). 2005, c. 6, s. 17 (2).

³⁰ MHSTCI, 2006, p. 15.

³¹ There is debate as to the timing for *O. Reg. 9/06* evaluation. The *OHA* states that *O. Reg. 9/06* evaluation is required by the time of designation but not does not state when in the process it is required before that point. However, it is recommended best practice that the property be evaluated using *O. Reg. 9/06* before the NOID and that these findings inform the SCHVI.

³² City of Greater Sudbury Ontario Heritage Act Criteria and Municipal Ranking System.

with the 2020 PPS which states that criteria for determining significance for cultural heritage resources are determined by the Province. O. Reg. 9/06 section (2) states that a property may be designated under Section 29 of the Act if it meets **one** or more of the criteria of O. Reg. 9/06.³³ The issue with the City's ranking system is that it sets an extremely high bar for designation requiring an OHA designation meet at least 7 of the O. Reg. 9/06 criteria. By setting such a high bar, Council is arguably inhibiting its own legislative ability to designate properties. However, it should be noted that meeting any number of the criteria does not require that a municipal council designate the property; this determination and decision still rests with Council.

Step 2.2: Heritage Attributes

The OHA describes heritage attributes as "...in relation to real property, and to the buildings and structures on the real property, the attributes of the property, buildings and structures that contribute to their cultural heritage value or interest."³⁴

Heritage designation and the accompanying attributes can only apply to real property. Therefore, the relation of a property to the streetscape can be a heritage attribute, but this does not stop development from occurring on other properties on the streetscape. The Conservation Review Board (CRB) has established in hearings "...that a view identified as a heritage attribute must be within the boundary of the protected property" and that the OHA "...does not require nor result in any public right of access or viewing any building or structure on a protected property" as per:

- CRB1003 Township of King – Intention to Designate the Property known as 12605 Keele Street, 17 October 2012, <https://olt.gov.on.ca/wp-content/uploads/2015/03/The-Shift.pdf>
- CRB1109 Township of Muskoka Lakes – Intention to Designate three Properties known as Township Dock at Lake Muskoka; Portage Landing at Moon River; and Shield Parking Lot, in the Town of Bala, 12 March, 2013 <https://olt.gov.on.ca/wp-content/uploads/2015/03/Township-Dock-at-Lake-Muskoka-Portage-Landing-at-Moon-River-Shield-Parking-Lot.pdf>
- CRB1407 Qureshi v. Mississauga (City), 2015 CanLII 99223 (ON CONRB) <http://canlii.ca/t/grwc4>

Step 3: Serving Notice of Intent to Designate

If Council makes the decision to pursue designation, the municipality must issue a NOID to the property owner, the Ontario Heritage Trust, and in a local newspaper. The OHA requires the NOID to include:

- The description of property
- The Statement of Cultural Heritage Value or Interest
- The description of the heritage attributes (not included in the local newspaper notice)

³³ O. Reg. 9/06: Criteria for Determining Cultural Heritage Value or Interest.

³⁴ Ontario Heritage Act (3) (b). 2005, c. 6, s. 1.

- A statement that Notice of Objection to the designation must be filed with the municipality within 30 days of the date of publication of the newspaper notice.³⁵

If no Notice of Objection is filed, designation may proceed. If a Notice of Objection is filed, the matter will be referred to the CRB who will conduct a hearing on the matter. The CRB, which is an advisory body, will then submit a report to the municipality who can choose to pursue designation or retract the intention to designate.

Step 4: Passing and Registering the Heritage Designation By-law

After objections –if any were raised—have been addressed, Council may pass a designating by-law which will be registered on the title of the property. An evaluation under *O. Reg. 9/06* must be completed before designation if not already done so. The by-law will include the SCHVI and the list of heritage attributes. Notice that the by-law has been passed is issued to the property owner, the Ontario Heritage Trust, and in a local newspaper.³⁶

Step 5: Listing the Property on the Municipal Register

Under Part IV, Section 27 of the *OHA*, the property's listing on the Municipal Register must be updated to reflect its designation if it is already on the Register. The Register entry must include:

- a) A legal description of the property;
- b) The name and address of the owner; and
- c) A statement explaining the cultural heritage value or interest of the property and a description/list of the heritage attributes of the property.³⁷

Step 6: Listing on the Provincial Register

Finally, the Ontario Heritage Trust must be notified of all municipal heritage designations and will add the property to the Provincial Register.³⁸

4.2 Heritage Designation Discussion

In terms of applying the above steps, past recommendation reports from the CRB, as well as several court rulings, provide some important insights. While the CRB considers each case individually, the CRB's recommendations must be consistent with the *OHA*. As a result, key issues such as the importance of a comprehensive evaluation system, the importance of contextualizing properties, and municipal obligations to be fair, consistent, and transparent in their designation approach have been considered in the past. These recommendation reports demonstrate that, to be defensible, a determination to designate must satisfy the following:

The property needs to be evaluated against *O. Reg. 9/06* of the *OHA*, and it must be clearly demonstrated that the property meets at least one of the three criteria. The evaluation criteria and methodological approach employed is of particular interest to the CRB. This was clearly articulated in the recommendation report for *Re The Hamilton*

³⁵ MHSTCI, 2006. p.9.

³⁶ Ibid. p. 11.

³⁷ *Ontario Heritage Act* 2005, c. 6, s. 15.

³⁸ MHSTCI, 2006, p.11.

Property (84 High Street East Mississauga, Ontario, 6 July 2006) (CRB). This understanding has been carried forward in many subsequent CRB recommendations, including in *Re 6320 Prince Grove Ave* (9 October 2009) CRB0902. In this instance, the City failed to evaluate the property against an adopted template, although it did use a Parks Canada Evaluation Tool. Any system for evaluating properties must clearly show how a property meets the *O. Reg. 9/06* criteria; it is not intended to rank the property based on the number of criteria met. Furthermore, since 2006, general practice has been to avoid numerical approaches and evaluate against the criteria with a yes or no response. This was further reinforced with the 2020 update to the PPS which states that significance may only be determined based on Provincial criteria.

The designations need to be contextualized. In *Re St. Jochin Church and L'Annonciation Church* (26 and 27 June 2007) (CRB), the Board highlighted the importance of contextualizing properties being designated. In this instance, the objector argued that there were architecturally better examples in the region. In response to this argument, the Board stated:

“The Board agrees that there is an implied methodology within Regulation 9/06 to compare a candidate property to other examples. The purpose is to give some benchmark with which to evaluate the relative merits of the candidate property. However, the Board does not accept that the overall intent is to then select only the best example or a representative sample for protection under section 29 of the Act. As with any comparative methodology, for the results to be valid the sampling must have some commonality of factors and influences, such as within one “community.”

In this instance, the Board recognized that a community may not equate with a municipal boundary by indicating.

“The Board is of the opinion that the methodology implied in Regulation 9/06 involves sampling for comparative purposes and that Regulation 9/06 in itself does not limit comparison to examples within a municipal boundary. The overlay to the Regulation is the Act, which does restrict the jurisdiction of the municipality to protecting properties within its geographic borders. It is the Board's opinion that, in the case of church properties where the meaning of religious “community” crosses municipal jurisdictions and where it can be demonstrated that there is a commonality of factors and influences, a comparative sampling that includes properties outside of the municipal boundary is valid.”

The municipality designating the property needs to undertake due diligence to ensure its processes are consistent with the OHA including that sufficient research was carried out. In terms of general process, municipalities have clear obligations to be fair, consistent, and transparent. The CRB's recommendation report for *Re 185 Beta Street* (19 March 2008) (CRB) reflects this requirement, with its clear statement that:

“It is the Board's position that the ability of a municipality to protect a property within its jurisdiction under s.29 of the *Ontario Heritage Act* brings with it the obligation that the reasons given for this protection be as accurate as possible.”

This requirement was also confirmed in the CRB's recommendation report in *Re David Dunlop Observatory* (19 May 2009) CRB File 2007-12, which stated:

“It has been previously articulated in proceedings before the Board that the municipality has the onus of showing diligence in ensuring that the reasons given

to protect a property under the Act are as well researched and accurate as possible. While this is true of any property, adherence to these principles is arguably even more important when dealing with a special property that holds significance that is recognized far beyond the boundaries of the local community.”

The report for *Re 185 Beta Street*, above, also indicated that it is not sufficient to rely upon past research when the board stated:

“Information from earlier research reports has been carried forward, seemingly without sufficient verification and/or clarification.”

There is also a need to ensure the research methodology is sound. This was reflected in the recommendation report for *Re St. Martin’s Parish Hall* (5 July 2010) CRB0909. In this instance, the municipality’s methodology was found to be lacking. The CRB found:

“In the opinion of the Review Board, the documentation presented at the hearing concerning the history of this property lacked a full explanation of the methodology employed to locate and analyze the historical information, which essentially was found through interviews, newspaper articles, photographs, and secondary sources. The Review Board expects books of evidence, through annotations on the documents themselves and through supplementary explanations by relevant witnesses, wherever possible, to include information that will allow members to be assured of the authenticity, completeness, relevance, and context of a document.”

The report also stated that in the absence of a municipally adopted evaluative approach, *O. Reg. 9/06* criteria must be applied. If a property has been determined to meet the criteria of *O. Reg. 9/06*, the *OHA* proscribes the process by which a designation must occur. A flowchart of this designation process has been hereto attached as Appendix C. Ultimately, however, it should be noted that the final evaluation of cultural heritage value or interest and the decision to protect a property remains that of the municipal council.

5 HISTORICAL CONTEXT

5.1 Natural History

Greater Sudbury is located within Northern Ontario, and is defined by lakes, rivers, and dense forests on rugged and rocky terrain.³⁹ As part of the Precambrian Canadian Shield,⁴⁰ Greater Sudbury is located the intersection of the Superior Province, a 2.5 million year old area of bedrock made up of felsic intrusive rocks and the Greenville Province, a 1.0-1.6 billion year old area of bedrock made up of metasedimentary rocks.⁴¹ Greater Sudbury's defining geologic feature is the Sudbury Basin, the result of a 10 km wide meteorite strike 1.8 billion years ago which left a basin measuring 60 km by 30 km containing metals including copper, nickel, and platinum.⁴² Northern Ontario soil is largely composed of peat with high concentrations of minerals.⁴³ Sudbury is in the Lake Huron Drainage Basin. Water in the area generally drains south and west to Lake Huron.

5.2 Plano and Early Shield Culture (6,000 B.C.E. – 4,000 B.C.E.)

The Greater Sudbury area has been inhabited by humans for at least 9,000 years.⁴⁴ Archaeological evidence suggests that the cultural history of northern Ontario began around 6,000 B.C.E. following the retreat of the Wisconsin glacier.⁴⁵ The initial occupants of the province are thought to have been from the Plano/Early Shield Culture, which originated in – what is now—the southern Keewatin District and eastern Manitoba around 6,000 B.C.E.⁴⁶ The Plano/Early Shield Culture had distinctive stone tools and lived as nomadic big-game hunters along the northern shores of the Great Lakes.⁴⁷ There is archaeological evidence of copper mining during this time in the Sheguiandah area for usage in jewelry and weapons.⁴⁸

5.3 Middle Shield Culture (4,000 B.C.E. – 500 B.C.E.)

The Middle Shield Culture, inhabiting what is now a southwestern portion of the Northwest Territories, most of Manitoba, northern Ontario, northern Québec, and Labrador, is identified as an early culture group known on the Canadian Shield.⁴⁹ The Middle Shield Culture moved across the Hudson Bay lowlands as glaciers continued to recede.⁵⁰ Middle Shield Cultures are defined by seasonal migration with dwellings ranging from semi-subterranean structures to temporary camps.⁵¹ There is evidence that Northern Shield Cultures mined copper and silver

³⁹ Ewen, G. 2019. Ontario. Encyclopedia Britannica.

⁴⁰ Baldwin, D.J. B., Desloges, J.R., and Band, L.E. 2000. Chapter 2: Physical Geography in Ontario.

⁴¹ Ewen, G. 2019. Ontario. Encyclopedia Britannica.

⁴² Saarinen, O.W. 2019. Sudbury. The Canadian Encyclopedia.

⁴³ Ewen, G. 2019. Ontario. Encyclopedia Britannica.

⁴⁴ Saarinen, O.W. 2019. and Manitowabi, S. 2020. *Historical and Contemporary Realities: Movement Towards Reconciliation: The Traditional and Cultural Significance of the Lands Encompassing the District of Greater Sudbury and Area*. (Sudbury, ON: Laurentian University).

⁴⁵ Dawson, K.C.A. 1984. *A History of Archaeology in Northern Ontario to 1983*. Ontario Archaeology 42: Table 1.

⁴⁶ Wright, J.V. 1995. *A History of Native People in Canada*. Archaeological Survey of Canada, Paper 152. (Ottawa, ON: Canadian Museum of Civilization). Plano Culture. Chapter 7.

⁴⁷ Dawson, K.C.A. 1984. Table 1.

⁴⁸ Manitowabi, S. 2020.

⁴⁹ Wright, J.V. 1995. Middle Shield Culture. Chapter 16.

⁵⁰ Ibid. Chapter 16.

⁵¹ Ibid. Chapter 16.

from the area for use in jewelry and weapons, and traded with other groups across the continent.⁵² The Cree, Ojibwa, Algonquin, Montagnais, and the Beothuck are all descendants of the Shield culture.⁵³

5.4 Late Western Shield Culture (500 B.C.E. – 900 C.E.)

The Late Western Shield Culture, a descendant of the Middle Shield Culture, inhabited what is now Québec, Northern Ontario, Manitoba and east-central Saskatchewan. This group is defined by the introduction of pottery, bow and arrows, and chipped stone tool assemblages.⁵⁴

Archaeological evidence shows that the Late Western Shield Culture way congregated in large communities along waterways in the winter and spread out across the landscape the rest of the year.⁵⁵

5.5 Anishinabek Nation (900 C.E. – To Present)

Anishinabek peoples from the south began to move north of the Great Lakes and continued expanding northwest. During this time, oral tradition says that Anishinabek cultural groups including the Ojibwe, Algonquin, and Odawa, moved from a large body of water to the shores of the Great Lakes around 1400.⁵⁶ These peoples were hunters, trappers, and fisherman and used birch bark for everything from canoes to portable wigwams.⁵⁷ The Greater Sudbury area is located on the traditional territory of the Atikameksheng Anishinabek First Nation, descendants of the Ojibway, Algonquin and Odawa Nations,⁵⁸ and the Wahnapiatae First Nation, an Ojibway community of the Anishinabek Nation.⁵⁹

5.6 Early Euro-Canadian History – Fur Trade

Europeans from New France, along the St. Lawrence River, began to arrive in Northern Ontario in the 16th century, due to a demand for beaver pelts to supply the Fur Trade.⁶⁰ In response to this demand, the Wendat, Odawa, and Ojibwe peoples developed alliances with French explorers, including Samuel de Champlain, to supply furs from the interior.⁶¹ With this new access, New France expanded to the Great Lakes area.⁶² British competition was occurring at the same time, with the establishment of the Hudson's Bay Company and the Rupert's Land territory claim in 1670.⁶³

⁵² Manitowabi, S. 2020.

⁵³ Wright, J.V. 1995. Late Western Shield Culture. Chapter 25. and Dawson, K.C.A. 1984. Table 1.

⁵⁴ Ibid. Chapter 16.

⁵⁵ Ibid. Chapter 25.

⁵⁶ Sultzman, L. 2000. Ojibwe History.

⁵⁷ Manitowabi, S. 2020.

⁵⁸ Atikameksheng Anishinabek First Nation. 2020. History. Accessed at:

<https://atikamekshenganishnawbek.ca/culture-language/history/>

⁵⁹ Wahnapiatae First Nation. 2020. Community. Accessed at:

<https://www.wahnapiataefirstnation.com/community/>

⁶⁰ Foster, J.E. and Eccles, W.J. 2019. Fur Trade in Canada.

⁶¹ Manitowabi, S. 2020. The Greater Sudbury Area – Atikameksheng Anishnawbek.

⁶² Foster, J.E. and Eccles, W.J. 2019. Fur Trade in Canada.

⁶³ Ray, A.J. 2019. Hudson's Bay Company. [online] Accessed at:

<https://thecanadianencyclopedia.ca/en/article/hudsons-bay-company>

Tensions between the French and the British lead to the Seven Years War (1756-1763).⁶⁴ The Treaty of Paris concluded the Seven Years War and transferred control of New France to Great Britain. Over the following decades the Province of Ontario was established. Territorial boundaries were redrawn following the American Revolution (1776-1783) and the Treaty of Versailles drew a new southern boundary down the centre of the Great Lakes.⁶⁵

5.7 Early Euro-Canadian History – European Immigration and Treaties

By the mid-19th century logging operations had started on the north shore of Lake Huron, and provincial surveyors recorded detailed information about the area's landscape and resources. Immigrant occupation of areas around the Great Lakes and along major rivers in Northern Ontario increased rapidly in the 1840s, as lumber and metals were found in many places.⁶⁶ As immigrants, explorers, and prospectors moved into northern areas encroaching on Indigenous territory tensions arose between Indigenous communities and immigrants.⁶⁷ In response, Indigenous Chiefs demanded a Treaty to define their territory and ensure Indigenous communities benefited from the wealth of the land's resources.⁶⁸

The land that is now the City of Greater Sudbury falls within the Robinson-Huron Treaty which was signed in 1850 between the Crown and twenty-one Anishinabek Indigenous communities along the northern shore of Lake Huron (Figure 3).⁶⁹ The Robinson-Huron Treaty was meant to include exclusive land use for Indigenous communities, hunting and fishing rights, and treaty annuities which would be increased over time although the annuity was not increased past \$4.00 in 1874.⁷⁰ Lands were set aside as reserves for each group although ongoing areas of disagreement regarding units of measure and boundaries, as well as the Crown's disregard for Indigenous people's rights resulted in the treaty not being respected.⁷¹ Following the Robinson-Huron Treaty the area was divided into districts for administrative purposes, first with the Algoma District in 1858.

⁶⁴ Eccles, W.J. 2015. Seven Years War. [online] Accessed at: <https://www.thecanadianencyclopedia.ca/en/article/seven-years-war>

⁶⁵ White, R. 1985. p. 52.

⁶⁶ The Corporation of the City of Greater Sudbury. 2020. History.

⁶⁷ Saarinen, O.W. 2019. Sudbury.

⁶⁸ Anishnabek. 2016. *Robinson-Huron Treaty Rights: 1850 to Today*. p. 3.

⁶⁹ Ibid. p. 6.

⁷⁰ Ibid. p. 6.

⁷¹ Ibid. p. 4-5.



Figure 3: Robinson-Huron Treaty Map. (Source: Atikameksheng Anishnawbek First Nations, 2020).

5.8 Sudbury's Railway and Mining Company Town History

The Town of Sudbury was established as a remote depot and telegraph office for about 3,350 Canadian Pacific Railway (CPR) labourers and surveyors as railway surveyors charted the route of the transcontinental railway in 1883 (Figure 4).⁷² As a railway company town, CPR owned large tracts of land (Figure 5).⁷³ Company towns were remote “planned, single-industry communities, where one company has had housing built for its workers, generally by way of an urban project, and has set up various facilities”.⁷⁴ Like other company towns, the Town attracted thousands of workers until the railway was completed in 1884.⁷⁵ By the time railway construction moved on, the Town was home to a few hundred permanent residents. A lumber industry developed to support the railway. In March 1884, the McKim Municipal Township Council was established and governed the Town in cooperation with CPR.⁷⁶

Copper was discovered near Sudbury in 1884.⁷⁷ Entrepreneurs and prospectors moved into the area and a formal townsite was required. The CPR drafted a township plan in a gridiron design around the railway yard in 1886.⁷⁸ The Canadian Copper Company (CCC) was established in

⁷² Saarinen, O.W. 2019. and Wallace, C.M. 1993.

⁷³ Wallace, C.M. 1992. p. 16. and Saarinen, O.W. 2019.

⁷⁴ Morisset, L.K. 2017. From Town-Building to Society-Making: Company Towns in Canada. JSSAC | JSÉAC. V.42:1. p. 45.

⁷⁵ Wallace, C.M. 1992. p. 15.

⁷⁶ Wallace, C.M. 1992. p. 18.

⁷⁷ MHSTCI 1972. p. 150-151. and Jewiss, T. 1983. The mining history of the Sudbury area. From *Rocks and Minerals in Canada*, Spring 1983.

⁷⁸ Wallace, C.M. 1992. p. 23.

1886 by Samuel J. Ritchie and quickly became the major land owner of the Sudbury area.⁷⁹ Early settlement was scattered due to a lack of a solid tax base from CPR and CCC, the rocky topography of the area, and the rail lines.⁸⁰

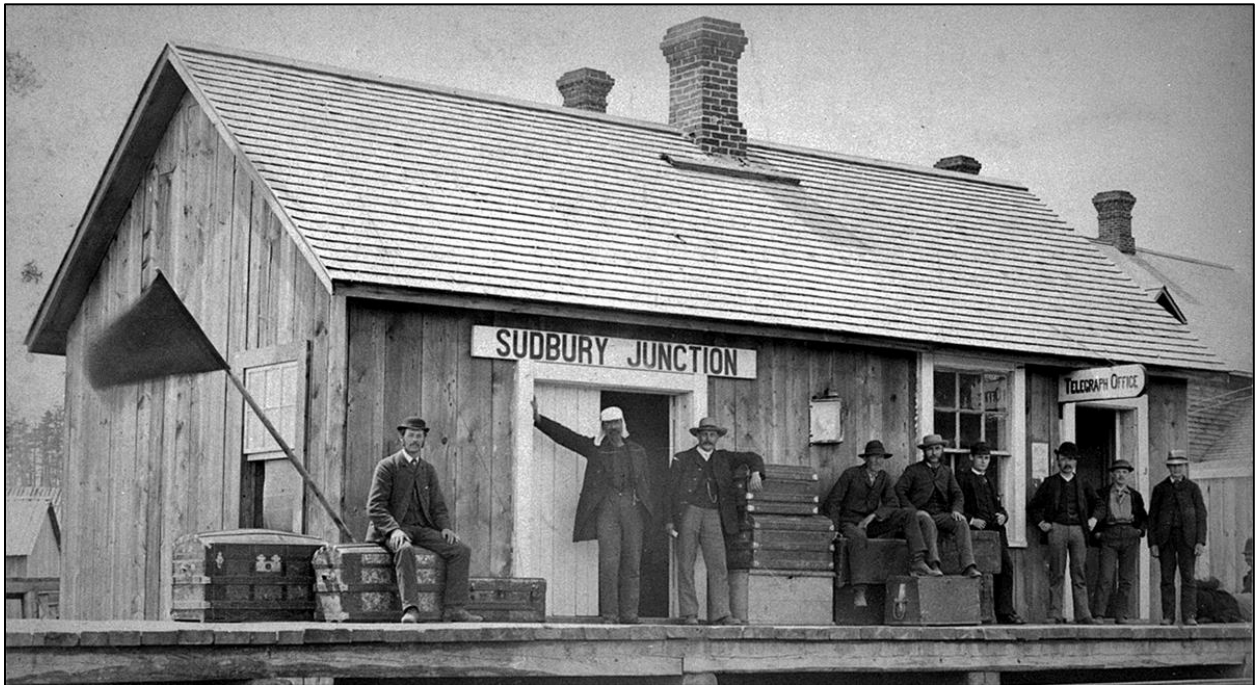


Figure 4: Sudbury Junction in early 1880s (Source: Exporail/CP Collection: A18622; CP, 2020)



Figure 5: View of Sudbury in 1883 (Source: University of Sudbury, 2013).

⁷⁹ ONLAND Sudbury (53), McKim, Book 34.

⁸⁰ Saarinen, O.W. 2019.

5.9 Copper Cliff's Mining Company Town History

The company town of Copper Cliff was created in 1885 when Thomas Frood, discovered the Copper Cliff Mine (Figure 6).⁸¹ The area of Copper Cliff was part of a mining grant from the Crown to John H. Metcalf and William B. McAllister in 1885.⁸² Metcalf and McAllister sold the property to Samuel J. Ritchie in 1886.⁸³ Ritchie – one of the founders of the CCC – sold the property to the company in 1886 (Figure 7).⁸⁴

The CCC laid out the town and established Serpentine Street and the MacIntosh Block as the business district of Copper Cliff. The company leased land to approved business owners and decided what types of business were permitted.⁸⁵ In anticipation of mining operations at Copper Cliff, the CCC built its first boarding house in 1885.⁸⁶ By the end of the 1890s, the population of Copper Cliff grew to over 900 people.⁸⁷ The town had general stores, social clubs, and several boarding houses.⁸⁸ By the end of the 19th century, the CCC built additional smelters to accommodate increased mining activity and a population increase.⁸⁹

In 1902 the community of Copper Cliff incorporated as a town separate from McKim Township.⁹⁰ The incorporation allowed CCC to control how its funds were spent and they were no longer required to pay taxes to the township.

In 1904, electricity was brought to Copper Cliff to operate a new smelter, and in 1905 the first mine was closed after reaching a depth of 1,052 feet and producing 375,000 tons of ore.⁹¹ The Sudbury-Copper Cliff Suburban Electric Railway began operating in 1914 to transport workers and students between Sudbury, the Copper Cliff mines, and downtown Copper Cliff.

Copper Cliff continued to grow through the 1920s booming post-war economy as INCO merged with its main competitor, Mond Nickel Company, and made Copper Cliff the main hub of operations (Figure 8).⁹² However the ensuing depression in the 1930s and INCO's decision to not create worker housing, preferring to keep Copper Cliff residences for executives and upper management, forced many people from Copper Cliff to move to Sudbury to search for work.⁹³ The Sudbury-Copper Cliff Suburban Electric Railway was replaced by buses in the 1950s.⁹⁴

⁸¹ Copper Cliff Museum. 1982. *A Bit of the Cliff: A Brief History of the Town of Copper Cliff, Ontario 1901-1972*. Copper Cliff, ON: Copper Cliff Museum.

⁸² ONLAND Sudbury (53), McKim, Book 34.

⁸³ Ibid. Instrument Number 6.

⁸⁴ ONLAND Sudbury (53), McKim, Book 34. Instrument Number 6 and Number 7.

⁸⁵ Goltz, E. 1990. A Corporate View of Housing and Community in a Company Town: Copper Cliff, 1886-1920. Ontario History I. Volume LXXXII, Number I.

⁸⁶ Ibid.

⁸⁷ INCO Triangle. 1945. First House in Cliff Built 60 Years Ago. *INCO Triangle* 4(11) p4.

⁸⁸ Copper Cliff Notes. 2020. Other clubs.

⁸⁹ Beavis, M.A., 1991. Municipal Development in Northeastern Ontario: Copper Cliff and Sudbury. Occasional Paper No. 26. Institute of Urban Studies, University of Winnipeg. p5

⁹⁰ Ibid. p. 6.

⁹¹ Copper Cliff Museum. The Beginnings of Copper Cliff. *Virtual Museum*.

⁹² Beavis, M.A., 1991. Municipal Development in Northeastern Ontario: Copper Cliff and Sudbury. Occasional Paper No. 26. Institute of Urban Studies, University of Winnipeg. p9

⁹³ Ibid. p. 6

⁹⁴ Copper Cliff Museum. 1982. *A Bit of the Cliff*. p. 14.

5.10 The City of Greater Sudbury Amalgamation

The Sudbury area consolidated in 1960 with the amalgamation of Sudbury, McKim Township, and the west half of Neelon Township.⁹⁵ The 1970s were a time of transformation in Sudbury and Copper Cliff as the area grappled with unchecked sprawl and pollution from logging and mining.⁹⁶ In response, a Regional government was established in 1973 which included Sudbury and six area municipalities including Copper Cliff.⁹⁷ As a region, the government was able to guide development and require taxes from the mining industries for the first time.⁹⁸ Greater Sudbury faced a declining population in the 1970s as new technology affected the types of mining jobs available.⁹⁹ In response, the region worked to diversify the local economy including, wholesale distribution, an airport, and universities.¹⁰⁰ The City of Greater Sudbury and its mines have been part of the Province's *Mineral Development Strategy* since 2015 which has the goal to increase engagement with Ingenious communities and workforces.¹⁰¹



Figure 6: Bird's Eye View of Copper Cliff (Source: Copper Cliff Museum)

⁹⁵ Bourque, Fern. 2014. *We Have a Working Fire*. p. 155.

⁹⁶ Copper Cliff Museum. 1982. *A Bit of the Cliff*. p. 63.

⁹⁷ Buse, D.K. 1993. "The 1970s" in *Sudbury: Rail Town to Regional Capital*.

⁹⁸ Saarinen, O.W. 2019.

⁹⁹ Saarinen, O.W. 1990. p. 66.

¹⁰⁰ Ibid. p. 66-68.

¹⁰¹ Government of Ontario. 2015. *Ontario's Mineral Development Strategy*. Accessed at: https://www.mndm.gov.on.ca/sites/default/files/mndm_mds_english_2015.pdf



Figure 7: Image taken at the opening of Copper Cliff Mine, 1886 (Source: Copper Cliff Museum).

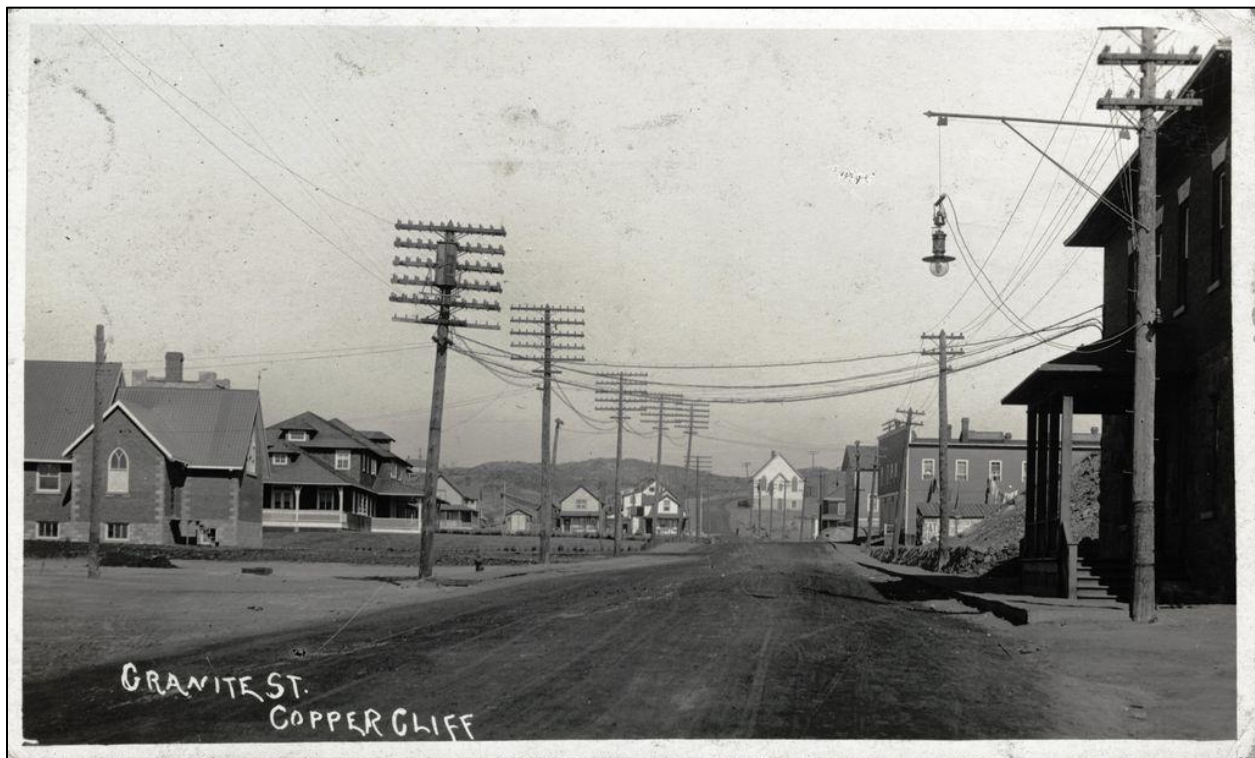


Figure 8: Photo of Copper Cliff in 1912, Granite Street (Source: Copper Cliff Museum).

5.11 Copper Cliff Fire Hall History and Morphology

The Property is located on part of the 160-acre mining grant from the Crown to John H. Metcalf and William B. McAllister in 1885 (Figure 9).¹⁰²

After Copper Cliff incorporated as a town in 1902, the CCC assistant general manager, A.P. Turner, stated that the incorporation would allow townspeople to "...do something toward fire protection".¹⁰³ Until this point McKim Township had reportedly done little to protect the Town from fire damage. Most of the buildings in Copper Cliff were built from wood at the time, leading to unpredictable and destructive fires that ravaged the community.¹⁰⁴

Fire brigades had existed in Upper Canada since an 1826 Act of Parliament which allowed for volunteer fire brigades in exchange for exemption from military duty, jury duty, and parish duties.¹⁰⁵ The Copper Cliff fire brigade was formed in 1902 under the supervision of the Fire and Light Committee, following the purchase of a fire engine from the Canadian Fire Engine Corporation (Figure 10).¹⁰⁶ The first Chief of the Fire Brigade was J. Duggan and the first Chief Engineer was George Craig.¹⁰⁷ Their team of volunteers numbered 35 to 40 and went by the slogan "Ever Ready".¹⁰⁸ Herbert Barlow became Chief in 1903. Joseph Graham and Cecil Acton became Chief and Chief Engineer in 1906.¹⁰⁹

Copper Cliff's fire brigade was always composed of CCC miners. The horses working at the smelter yard were used to pull the fire wagon.¹¹⁰ As the Town continued to grow there became a clear need for an established fire hall in Copper Cliff.

At a Special Meeting in October 1909, the Town of Copper Cliff Council agreed to:

"...supply Plans and Specifications to the Canadian Copper Co, for a building to be used as a fire hall, and Council Chambers and for other Corporation purposes, requesting the Company to construct same, and that the Corporation pay to the Company the cost of the building with interest in five equal annual installments out of the current revenues of the Town and that the Mayor and Councillors Silvester and McDonald be a special committee to carry out the above intention."¹¹¹

¹⁰² ONLAND Sudbury (53), McKim, Book 34.

¹⁰³ Goltz, E. 1990. p. 40.

¹⁰⁴ Fire Museum Canada. n.d. The First Europeans Arrive.

¹⁰⁵ Fire Museum Canada. n.d. The Development Of Fire Fighting Machinery.

¹⁰⁶ City of Greater Sudbury Heritage Museums Collection, CC0239EN. and City of Greater Sudbury Archives. n.d. Town of Copper Cliff Minutes: January 13, 1902 to July 9, 1915. Accessed at: [https://www.archeion.ca/uploads/r/city-of-greater-sudbury-archives/9/f/b/9fb3eaa3e1d9816bdee3d7101f61c427379726fb515c52b82f4d195639126aac/Typed Transcript of the Town of Copper Cliff Minutes 1902-1915.pdf](https://www.archeion.ca/uploads/r/city-of-greater-sudbury-archives/9/f/b/9fb3eaa3e1d9816bdee3d7101f61c427379726fb515c52b82f4d195639126aac/Typed_Transcript_of_the_Town_of_Copper_Cliff_Minutes_1902-1915.pdf)

¹⁰⁷ Ibid.

¹⁰⁸ Ibid.

¹⁰⁹ Ibid.

¹¹⁰ Copper Cliff Notes. n.d. Serpentine Street. Accessed at: <https://www.coppercliffnotes.com/serpentine-street.html>

¹¹¹ City of Greater Sudbury Archives. n.d. Town of Copper Cliff Minutes.

The Fire Hall was built in 1910 and doubled as a municipal building until 1913 when the fire brigade expanded to accommodate six sleeping spaces, a team of horses, and a chemical engine (Figure 11 and Figure 12).¹¹²

By 1944, the Fire Hall served both the Town of Copper Cliff and the mine, with procedures for fire calls assigned to different brigades.¹¹³ In the 1940s the Fire Hall was connected by phone to alarm lines and held an engine able to pump 600 gallons-per-minute (Figure 13).¹¹⁴ The Copper Cliff Fire Hall connected to the community through events including INCO's annual Fire Brigade Contest, the Fireman's Ball, and student tours¹¹⁵ and served as a community space gathering place (Figure 14). The "Fire Hall Forum" as it was known was featured in a 1948 edition of the INCO Triangle where they wrote:

"Along about mail-time in the morning you're sure to find a group of Inco pensioners gathered in the neighbourly atmosphere of the Fire Hall at Copper Cliff to swap yarns, chat over old times, or enjoy the daily duel between Tommy Urwin and George Hudson."¹¹⁶

The hose drying tower underwent repairs in 1955 (Figure 15) and is illustrated on the 1957 Fire Insurance Plan (Figure 16).¹¹⁷ The Copper Cliff Fire Hall became Station Number 8 in 1960 following the amalgamation of Sudbury, McKim Township, and the west half of Neelon Township.¹¹⁸ Copper Cliff's Fire Hall was led from 1942 to 1974 by Chief Fred Savage and was followed by Chief Fred Mansfield.

Change came to the Fire Hall in 1973, following the amalgamation of Greater Sudbury and the creation of a Regional Fire Coordinator.¹¹⁹ Copper Cliff fire brigades continued to be the first responders to all fires in the new Ward #2. The hose tower was removed sometime between 1957 and 1975 as a hose tower is no longer seen in a 1975 aerial photo (Figure 17).

INCO began to phase out their volunteer fire brigades in 1986, distributing equipment and locations to the Sudbury fire department.¹²⁰ The Copper Cliff Fire Hall would move to Godfrey Drive in 1993 and INCO donated the Property to the Region in 1995.¹²¹ Money for renovations was raised by the Copper Cliff Citizen's Police Advisory Committee and the building was used as a police store front and public meeting place until 2014 when it was vacated.¹²² The Property was declared surplus to the City's needs and placed for sale on 25 November 2019.¹²³

¹¹² City of Greater Sudbury Archives. n.d. Town of Copper Cliff Minutes.

¹¹³ Bourque, Fern. 2014. *We Have a Working Fire*. p. 147.

¹¹⁴ INCO Triangle, 1944, p. 5. and Bourque, Fern. 2014. *We Have a Working Fire*. p. 147.

¹¹⁵ INCO Triangle, 1964, p.11. and INCO Triangle, 1965, p. 19. and INCO Triangle, 1978, p. p.27. and INCO Triangle, 1970, p. 7.

¹¹⁶ INCO Triangle, 1948, p. 8.

¹¹⁷ INCO Triangle, 1974.

¹¹⁸ Bourque, Fern. 2014. *We Have a Working Fire*. p. 155.

¹¹⁹ Ibid. p. 186.

¹²⁰ Ibid. p. 211.

¹²¹ The City of Greater Sudbury. 2019. *7 Serpentine Street, Copper Cliff-Declaration of Surplus Property*.

¹²² Ibid.

¹²³ Ibid.

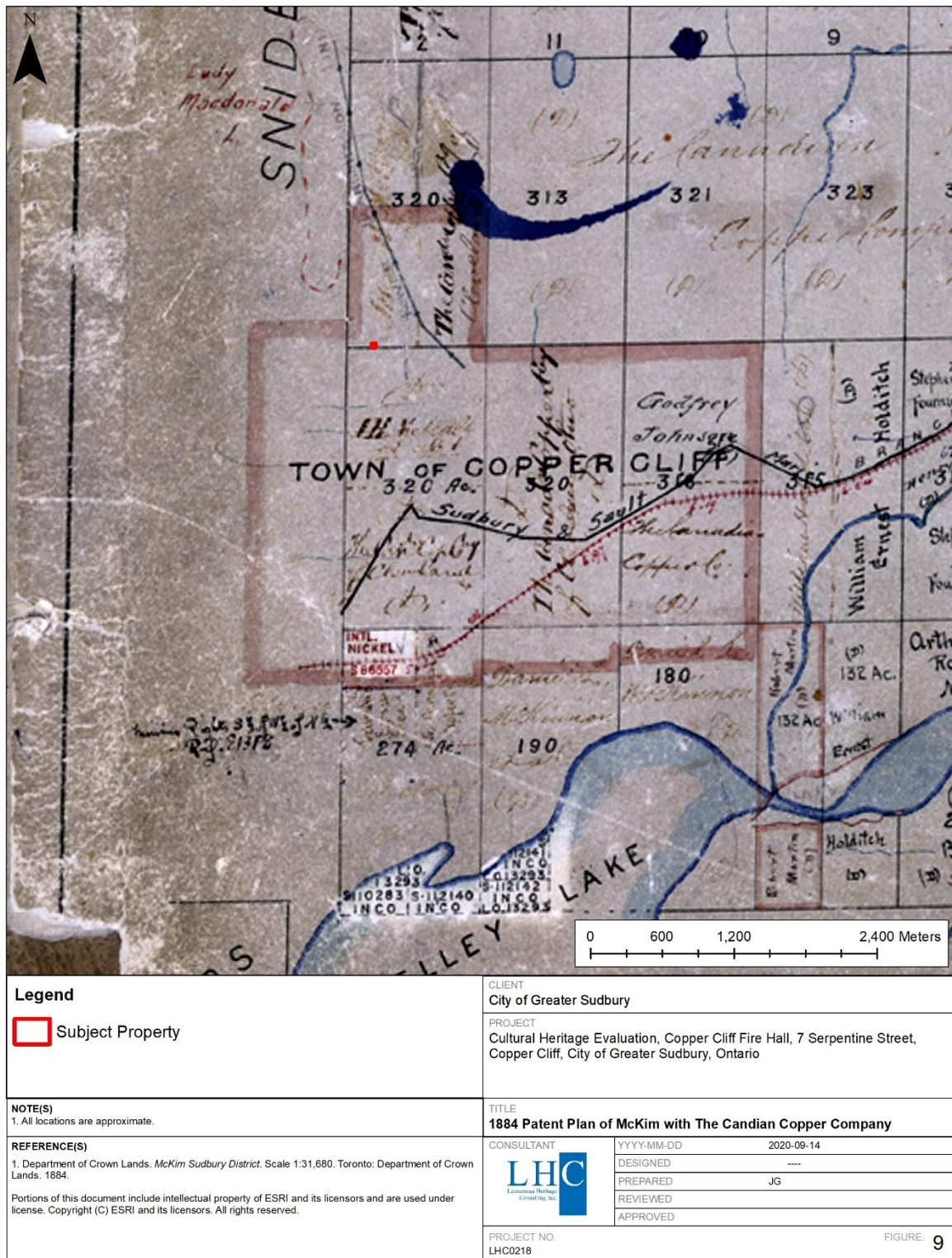


Figure 9: Cropped view of the 1884 Patent Plan of McKim with The Canadian Copper Company. (Source: Archives of Ontario, RG 1-100-0-0-1509. Annotations by LHC.).



Figure 10: The Copper Cliff fire brigade on Serpentine Street in 1902. (Source: City of Greater Sudbury Heritage Museums Collection, CC0239EN).



Figure 11: View facing west along Serpentine Street in 1913 with the Fire hall tower (left side of image, Source: City of Greater Sudbury Heritage Museums Collection, CC0117EN).



Figure 12: View east along Serpentine Street in the early 20th century with the Fire hall tower (right side of image). Source: City of Greater Sudbury Heritage Museums Collection, CC0055EN).



Figure 13: Firehall and Serpentine Street in the 1940s. (Source: City of Greater Sudbury Heritage Museums Collection, MK4472EN).



Figure 14: Group of INCO pensioners gathered in the Fire Hall (Source: INCO Triangle, 1948, p. 8).

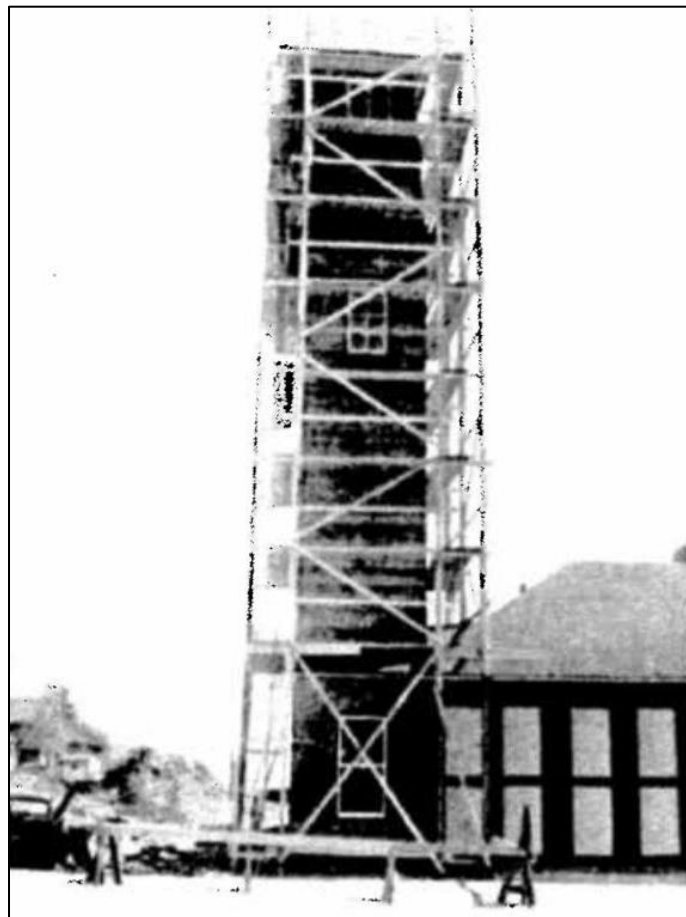


Figure 15: The Fire Hall hose tower "...undergoing a well-earned face-lifting after 44 years of uncomplaining service" in 1955 (Source: INCO Triangle, 1955).

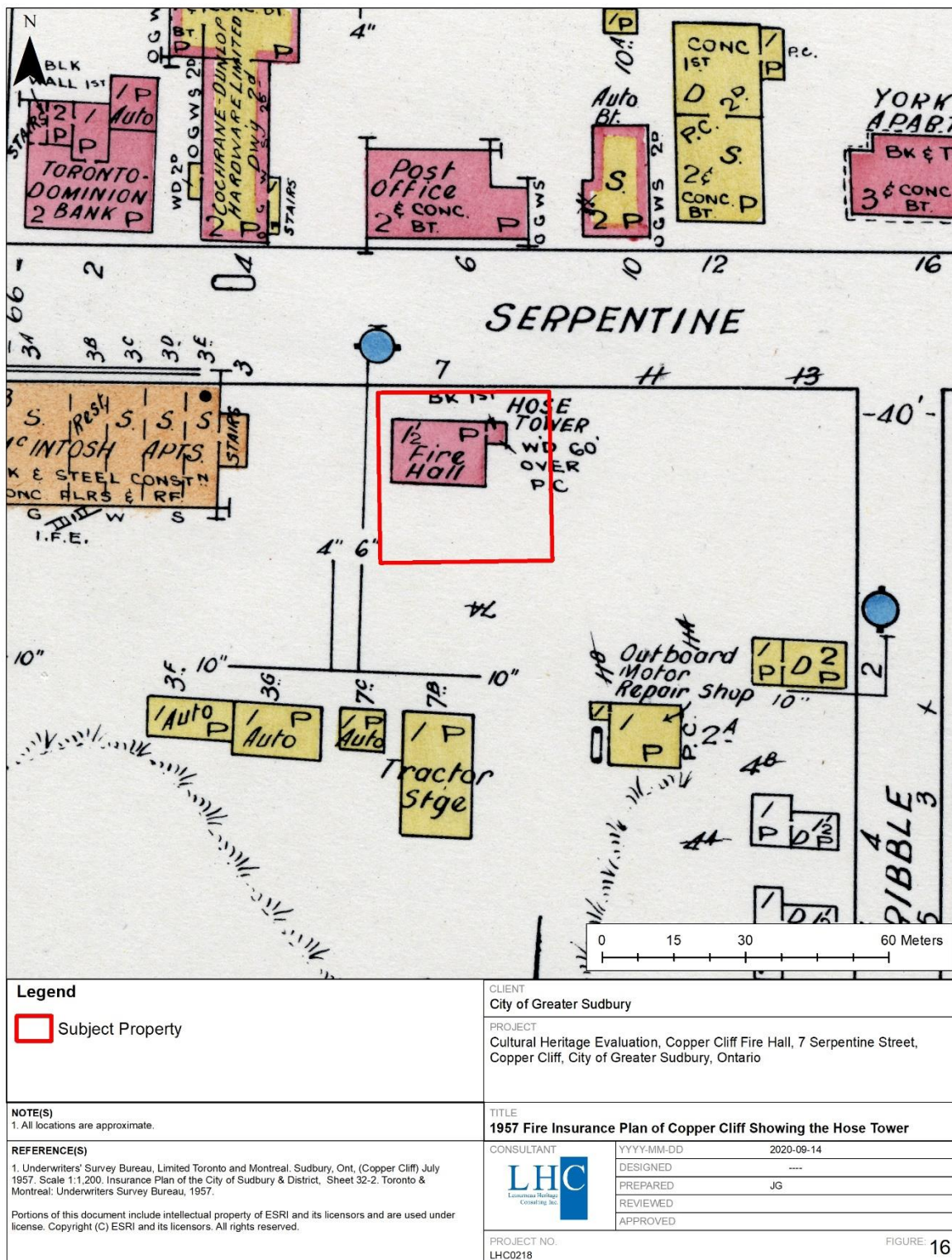


Figure 16: 1957 Fire Insurance Plan of Copper Cliff showing the hose tower (Source: The City of Greater Sudbury).



Figure 17: 1975 aerial photo showing that the hose tower is no longer present (Source: City of Greater Sudbury)

6 PROPERTY CONTEXT

6.1 Property Description

7 Serpentine Street is in Lot 12, Concession 2 in the geographic McKim Township, Plan M1024 and Lot 79 PCL 40945. The lot is approximately square with each side approximately 38 metres long.

6.2 Existing Conditions

6.2.1 Surrounding Context

7 Serpentine Street is in the community known as Copper Cliff in the western end of Sudbury. It is in Ward 2 of the City of Greater Sudbury. The Property is backed by parking lots and a rock outcrop covered in deciduous and coniferous trees. The Property is on the south side of the street approximately halfway between Godfrey Drive –to the west—and Gribble Street –to the east. Serpentine Street is in the historic centre of Copper Cliff (Figure 18 to Figure 20).

Serpentine Street is observed to generally include small-scale commercial land uses surrounded by residential areas (Figure 21). The INCO Superstack and Vale Canada Limited mining operations can be seen from the Property (Figure 22). There are no adjacent heritage properties and the area is indicated by the OP as a potential Copper Cliff Heritage District.



Figure 18: Serpentine Street facing west. The former hospital is at the end of the street with a green roof. (Source: ML, 2020).



Figure 19: Serpentine Street facing east. The INCO Superstack is a prominent part of the view (Source: CY, 2020).



Figure 20: View of the southern side of the Fire Hall and Guest House from Godfrey Drive (Source: CY, 2020).



Figure 21: Residential land use at the corner of Park Street and Oliver Street north-west of the Property (Source: CY, 2020).



Figure 22: Residential land use, Vale Canada Limited mining operations, and INCO Superstack east of the Property (Source: CY, 2020).

6.2.2 7 Serpentine Street Exterior

The Fire Hall is located at the north-west corner of the Property and covers the northern half of the lot. A driveway runs along the eastern edge of the Fire Hall and a small parking lot is located immediately south. A section of grass covers the south-west corner of the lot.

The Fire Hall is a detached one-and-a-half-storey brick and concrete building. The structure is approximately 19.8 metres by 6.1 metres. The building is in an L-shaped layout with a lowered western elevation with a composite foundation composed of concrete, stone, and brick covered in parging (Figure 23 and Figure 24). The upper two-thirds of the building have been painted red over smooth stretcher-bond brick, while the bottom third is painted yellow over rusticated concrete blocks.

The building has a shingled hip roof with a vinyl covered soffits and overhanging eaves. The building has a central single stacked brick chimney (Figure 25). The entrance is on the north side. The north elevation has a large false bay door and the real entrance is located via interlocking brick stairs or ramp. The rear (south elevation) has a similar composition (Figure 26). The two bay doors are largely decorative and do not function as entrances or exits and are infilled walls from the interior. An interlocking stone garden planter box is found along the western half of the northern side and includes an information sign about the Fire Hall's history (Figure 26).

Two windows on the east side of the building have been sealed with brick (Figure 28). Three segmental arch 2/2 pane vinyl windows with brick voussoirs are on the northern side and one is on the southern side (Figure 29).

Doors on both north and south sides match. The top of the door opening is a brick voussoirs segmental arch. A curved transom window opening is above the door. (Figure 30). The northern main entrance door includes a centre single pane window. A third undecorated entrance is located at the western end of the south elevation at the base of the back stairs.



Figure 23: Exterior of the Fire Hall (Source: ML, 2020).



Figure 24: Exposed concrete rubble foundations covered in parging on the northwest corner (Source: ML, 2020).



Figure 25: South elevation showing the back entrance and decommissioned hose tower (Source: CY, 2020).



Figure 26: Southern elevation showing the back entrance (Source: ML, 2020).



Figure 27: Front entrance and planter with information sign (Source: ML, 2020).



Figure 28: East elevation showing the two sealed windows and the base of the decommissioned hose tower (Source: ML, 2020).



Figure 29: Detail of the northern elevation windows with brick voussoirs (Source: ML, 2020).

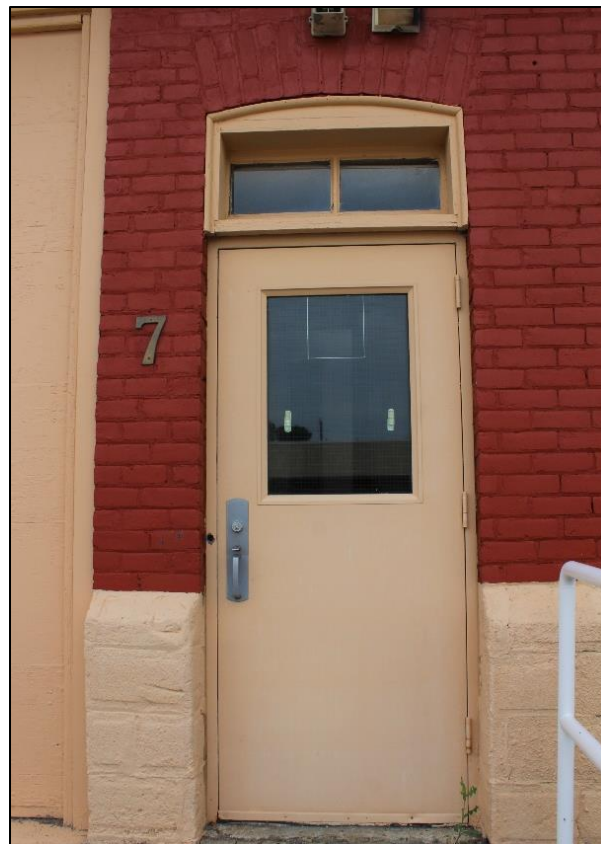


Figure 30: Front entrance on northern elevation with shaped transom window openings (Source: ML, 2020).

6.2.3 7 Serpentine Street Interior

The main access to the interior of the building is through the entrance on the north elevation, facing Serpentine Street. A foyer space inside the main door divides the building into two sections. There is a small room west of the foyer (Figure 31) and a large open space set up as a dining hall east of the foyer. (Figure 32) The eastern room was the fire engine garage but the imitation large bay doors are decorative and are infill walls. Walls are clad in painted drywall. The ceilings are painted drywall. The floor is a painted concrete slab. Most of the current interior is the result of modern renovations.

Basement access is located at the back of the building. Access is by a wooden staircase with open railings (Figure 33). There are four rooms in the basement. The basement rooms are largely empty (Figure 34). The floor and foundation walls are composed of a variety of materials, including concrete, stone, and brick. The north wall is leaning inwards towards the staircase (Figure 35). Wood posts support the north wall. The main construction material of the interior basement walls is white painted, red brick (Figure 36). The basement ceiling is exposed milled wood rafters and subfloor. The ceiling space supports the building's plumbing (Figure 37).



Figure 31: Western room (Source: ML, 2020).



Figure 32: Eastern room, dining hall (Source: CY, 2020).

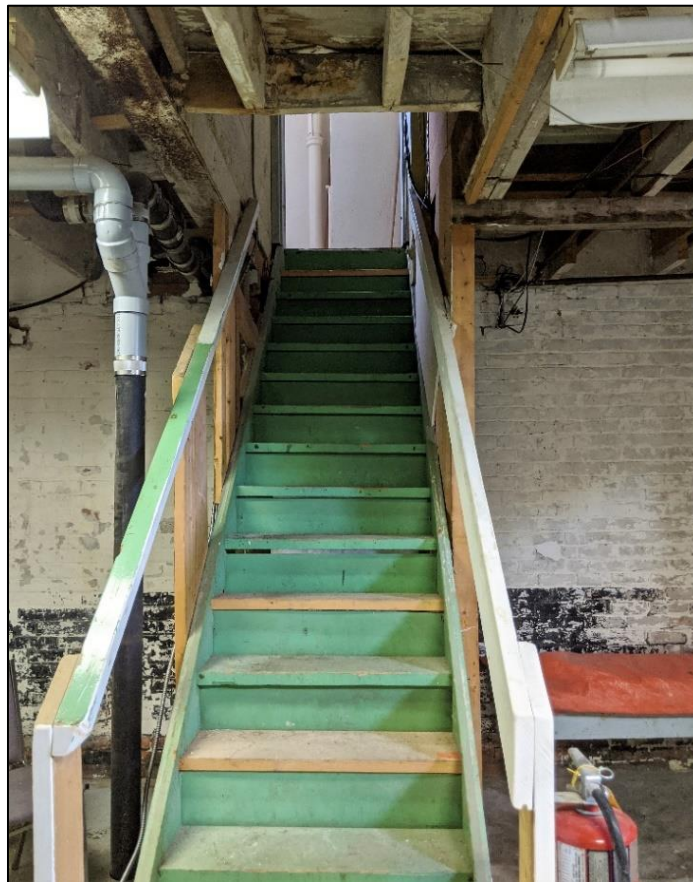


Figure 33: Basement staircase (Source: CY 2020).



Figure 34: Main room located in the basement (Source: CY, 2020).



Figure 35: Deflection of north wall (Source: ML 2020).



Figure 36: View of basement (Source: CY 2020).



Figure 37: View of ceiling detail from the basement (Source: CY 2020).

7 EVALUATION

The Property was evaluated using *O. Reg. 9/06* under the *OHA*.

Table 2: *O. Reg. 9/06 Evaluation*

Criteria	Criteria Met	Justification
The property has design value or physical value because it,		
i. is a rare, unique, representative or early example of a style, type, expression, material, or construction method,	Y	Built in 1910, the Property is a rare and representative example of an early 20 th century fire hall for Sudbury and Northern Ontario. The Property is the only existing early 1900s fire hall in the Sudbury area (Appendix D). The next oldest fire hall in the City dates from the 1950s. The only other fire hall in Northern Ontario designated under Section 29 Part IV of the <i>OHA</i> is the Former Court Street Fire Hall in Thunder Bay, built in 1906.
ii. displays a high degree of craftsmanship or artistic merit, or	N	The Property does not display a high degree of craftsmanship or artistic merit. As stated in the 1909 McKim Township minutes, the township was to "...supply Plans and Specifications to the Canadian Copper Co, for a building to be used as a fire hall, and Council Chambers and for other Corporation purposes". The provenance of these plans cannot be determined. The design is typical of fire halls from the time throughout Northern Ontario (see Appendix D). It was a simple, modest building. The design of the building, decorative features in the window and door openings, and variety of materials chosen for its construction were common at the time and within the skill of average contractors.
iii. demonstrates a high degree of technical or scientific achievement.	N	The Property does not demonstrate a high degree of technical or scientific achievement. The building on the Property appears to be a common type, built from common materials, and employing well known construction methods.
The property has historical or associative value because it,		
i. has direct associations with a theme, event, belief,	Y	The Property has direct associations with municipal governance in Copper Cliff, serving as municipal office, fire hall, and police store front.

person, activity, organization or institution that is significant to a community,		<p>Built in 1910, the Property was one of the earliest municipal buildings in Copper Cliff – which was founded in 1902. The building served the community for 104 years.</p> <p>The Property also has direct connections to The Canadian Copper Company, INCO, and Copper Cliff's mining history. The fire hall was staffed by volunteer miners. However, Copper Cliff was a company town for The Canadian Copper Company and INCO and most of the community was connected to the mining companies. This association not unique in the community.</p>
ii. yields, or has the potential to yield, information that contributes to an understanding of a community or culture, or	N	<p>Based on historical research and analysis the Property does not yield, or have the potential to yield, information that contributes to an understanding of a community or culture.</p> <p>The building on the Property is constructed using common materials in a common design. Fire halls and the important community connection between mining communities, company towns and municipal institutions—such as fire departments—are well documented.</p>
iii. demonstrates or reflects the work or ideas of an architect, artist, builder, designer or theorist who is significant to a community.	N	<p>As stated in the 1909 McKim Township minutes, the township was to "...supply Plans and Specifications to the Canadian Copper Co, for a building to be used as a fire hall, and Council Chambers and for other Corporation purposes".</p> <p>The provenance of the plans cannot be determined therefore the Property is not known to be associated with an artist, builder, designer or theorist who is significant to a community. The Property is not unique in comparison with other Northern Ontario fire halls (see Appendix D).</p>
The property has contextual value because it,		
i. is important in defining, maintaining or supporting the character of an area,	Y	<p>The Property is important in maintaining and supporting the character of the Copper Cliff Serpentine streetscape and McIntosh Block of buildings.</p> <p>The Canadian Copper Company set aside Serpentine Street and the McIntosh Block as the business district of Copper Cliff. The company</p>

		planned this Property in a central location for emergency response use. The exterior features of the Property along with other buildings on the street have changed little from past decades as seen in 1913 (Figure 11), 1940 (Figure 13), and present day (Figure 18) images of Serpentine Street.
ii. is physically, functionally, visually, or historically linked to its surroundings, or	Y	<p>The Property is historically and visually linked to its surroundings as a part of the Copper Cliff Serpentine streetscape and McIntosh Block.</p> <p>The Property is historically linked to its surroundings as an early Copper Cliff institutional building in the centre of the business district and a community space. As a company town fire hall run by mine volunteers, the Property maintains and supports the valuable mining history of Copper Cliff as supported by <i>A Topical Organization of Ontario History</i> which describes the Sudbury area mining history as of "...crucial importance to the development of mining in Ontario and generated diversified enterprises which had a major impact on the social and economic life of the province".¹²⁴</p> <p>The Property is visually linked to its surroundings as part of the Serpentine streetscape. The streetscape has been altered over time, but the Fire Hall and surrounding buildings continue to frame the terminal vista of Serpentine Street from the top of the hill. The view remains recognizable from 1913 (Figure 11), 1940 (Figure 13), and present day (Figure 18).</p>
iii. is a landmark.	N	The Property is not currently a landmark as per the MHSTCI's definition of landmark "as a recognizable natural or human-made feature used for a point of reference that helps orienting in a familiar or unfamiliar environment; it may mark an event or development; it may be conspicuous." ¹²⁵

¹²⁴ Ontario Ministry of Natural Resources. 1973. *A Topical Organization of Ontario History*. Historical Sites Branch, Division of Parks.

¹²⁵ MHSTCI. 2014: 17.

		While the Property was an institutional landmark in the past, however this value is diminished due to the removal of the tower. Landmark value of the Property is less visible next to other landmark structures including the hospital (retirement home), post office, and smokestack, which all remain active institutional properties currently used as landmarks.
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7.1 Summary of Evaluation

It LHC's professional opinion, that 7 Serpentine Street has physical / design, historical / associative, and contextual values. It meets four criteria of *O. Reg. 9/06* including; criteria 1i, 2i, 3i, and 3ii. The Property is eligible for designation under Section 29, Part IV of the *OHA*.

8 PROPOSED STATEMENT OF CULTURAL HERITAGE VALUE OR INTEREST

8.1 Legal Description and Civic Address

- Lot 79, Plan M-1025, Lot 12, Concession 2, Township of McKim
- 7 Serpentine Street, City of Greater Sudbury, Ontario, Canada

8.2 Description of Property

7 Serpentine Street is in Lot 12, Concession 2 in the geographic McKim Township, Plan M1024 and Lot 79 PCL 40945. The lot is approximately square with each side approximately 38 metres long. The Fire Hall is located at the north-west corner of the Property and covers the northern half of the lot. A driveway runs along the eastern edge of the Fire Hall and a small parking lot is located immediately south.

8.3 Summary of Cultural Heritage Value or Interest

The Property has cultural heritage value or interest for its physical/design, historical/associative, and contextual values.

The Property has design value or physical value because is a rare, unique, representative or early example of a style, type, expression, material, or construction method. Built in 1910, the Property is a rare and representative example of an early 20th century fire hall for Sudbury and Northern Ontario. The Property is the only existing early 1900s fire hall in the Sudbury area.

The Property has historical or associative value because it has direct associations with a theme, event, belief, person, activity, organization or institution that is significant to a community. The Property has direct associations with municipal governance in Copper Cliff, serving as municipal office, fire hall, and police store front. Built in 1910, the Property was one of the earliest municipal buildings in Copper Cliff –which was founded in 1902. The building served the community for 104 years.

The Property has contextual value because it is important in defining, maintaining or supporting the character of an area. The Property is important in maintaining and supporting the character of the Copper Cliff Serpentine streetscape and McIntosh Block of buildings. The Canadian Copper Company set aside Serpentine Street and the McIntosh Block as the business district of Copper Cliff. The company planned this Property in a central location for emergency response use.

The Property also has contextual value because it is physically, functionally, visually, or historically linked to its surroundings. The Property is historically and visually linked to its surroundings as a part of the Copper Cliff Serpentine streetscape and McIntosh Block. The Property is historically linked to its surroundings as an early Copper Cliff institutional building in the centre of the business district and a community space. As a company town fire hall run by mine volunteers, the Property maintains and supports the valuable mining history of Copper Cliff as supported by *A Topical Organization of Ontario History* which describes the Sudbury area mining history as of “...crucial importance to the development of mining in Ontario and generated diversified enterprises which had a major impact on the social and economic life of

the province”.¹²⁶ The Property is visually linked to its surroundings as part of the Serpentine streetscape. The streetscape has been altered over time, but the Fire Hall and surrounding buildings continue to frame the terminal vista of Serpentine Street from the top of the hill.

8.4 Heritage Attributes

- The main building, the former fire hall, including its:
 - Remaining tower base
 - One-and-a-half storey form, scale, and massing
 - Hip roof
 - Painted red smooth stretcher-bond brick
 - Painted yellow rusticated concrete blocks.
 - The existing relationship of voids to solids on the elevations, including the infilled location of the large sealed garage doors on the north and south elevation that continue to read as functional doors.
 - Segmental arched window openings on the north and south elevation
 - Brick voussoirs above windows and doors
 - Transom windows above the doors on the north and south elevations
 - The existing setback from Serpentine Street

¹²⁶ Ontario Ministry of Natural Resources. 1973. *A Topical Organization of Ontario History*. Historical Sites Branch, Division of Parks. p.17.

9 PHYSICAL CONDITION

A *Structural Condition Evaluation* was completed for the Property when it was a police store front on 5 May 2016 by A2S Consulting Engineers. According to A2S Consulting Engineers:

The Copper Cliff Police Store Front is generally in weathered condition, commensurate with its age. There is evidence of significant water infiltration within the basement contributing to deterioration of exterior foundation walls.

Temporary shoring has been installed in numerous locations to help support the deteriorating structure. The extent of deterioration and damage in the basement walls of the north half of the building warrants replacement. The remaining portion of the foundation perimeter could likely be patch repaired and crack injected. The entire building perimeter foundation walls should be waterproofed and perimeter drainage improved as part of the repairs.

Above-grade the building and roof structure are generally in fair condition and can be rehabilitated with relatively minimal repair work and maintenance; however, there are some concerns related to the exterior brick masonry that require immediate attention since they could present a hazard to people on the exterior of the building.

The building should remain unoccupied until the recommended repairs are completed to reinstate the structural integrity of the building for safe use and occupancy. It includes building envelope repairs necessary to address leakage and humidity concerns that are contributing to the ongoing deterioration of structural building components.¹²⁷

The *Structural Condition Evaluation* recommended the immediate repair of loose bricks in the arch lintels and chimney due to safety concerns.¹²⁸ Further structural repairs were also recommended for access and mobility, exterior and interior brickwork repairs, main floor framing reinforcement, and the reconstruction of the north foundation wall.¹²⁹

¹²⁷ A2S Consulting Engineers. 2016. *Structural Condition Evaluation of Copper Cliff Police Store Front 7 Serpentine Street Copper Cliff, Ontario*. p. 3.

¹²⁸ Ibid. Appendix B.

¹²⁹ Ibid. Appendix B.

10 CONCLUSION

Based upon the research, existing conditions and evaluation LHC finds that 7 Serpentine Street meets four of the criteria for designation under *O. Reg. 9/06*. As such, it is eligible for designation under Section 29, Part IV of the Ontario Heritage Act.

SIGNATURES



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APPENDIX A: QUALIFICATIONS

Marcus R. Létourneau, PhD, Dipl(PACS), MCIP, RPP, CAHP – Managing Principal, Senior Heritage Planner

Marcus R. Létourneau is the Managing Principal and Senior Heritage Planner for Letourneau Heritage Consulting Inc., an Ontario-based heritage consultancy established in 2015. He is also a Senior Associate with Bray Heritage; an Adjunct Assistant Professor in the Department of Geography and Planning at Queen's University; and, both an Adjunct Assistant Professor and Contributing Associate for the Heritage Resources Centre at the University of Waterloo (where he teaches heritage planning). He co-teaches heritage planning at the Willowbank School of Restoration Arts, co-teaches the facilities management course for historic house museums for the Ontario Museum Association, and teaches a course called "*Heritage Planning for Practitioners*" at Algonquin College.

Marcus currently serves on the Board of Directors of the Friends of the Rideau, on the Board of Directors for the Heritage Resources Centre at the University of Waterloo, and as Vice-Chair for the Township of Leeds and the Thousand Islands Municipal Heritage Committee. He is a professional member of the Canadian Institute of Planners (MCIP), a Registered Professional Planner (RPP) and a full Canadian Association of Heritage Professionals (CAHP) member.

Marcus was previously the Manager for the Sustainability and Heritage Management Discipline Team (Ottawa/Kingston) and a Senior Cultural Heritage Specialist for Golder Associates Limited (2011-2015). His other positions included: serving as a contract professor at Carleton University in both the Department of Geography and Environmental Studies and School of Canadian Studies (Heritage Conservation); as the senior heritage planner for the City of Kingston (2004-2011) where he worked in both the Planning and Development and Cultural Services Departments; and, in various capacities at Queen's University at Kingston (2001-2007). He previously served on the Executive and Board of Directors for the Ontario Association of Heritage Professionals; on the Board of Directors for Community Heritage Ontario; and, on the Executive and Board of Directors for the Kingston Historical Society.

Marcus has a PhD in Cultural/Historical Geography (Queen's University); a MA in Cultural Geopolitics (University of Western Ontario); BA (Hons) in Geography with a History Minor (Queen's University); a Diploma in Peace and Conflict Studies (University of Waterloo); a Professional Certificate in Heritage Conservation Planning (University of Victoria); a Certificate in Museum Studies (Ontario Museum Association); and training in Marine/Foreshore Archaeology. In 2018, he completed UNESCO/ICCROM/WHITRAP training in China on impact assessments for heritage.

Marcus brings over 20 years of experience to his practice, which is particularly focused on heritage legislation, process, and heritage planning. He has been involved in over 225 projects either as the project manager or as the senior heritage planner. He has been qualified as an expert heritage witness at the former OMB/LPAT (heritage planning with a specialization in cultural heritage landscapes/land use planning/ heritage conservation), CRB (cultural heritage specialist), for a Superior Court Hearing, and for a judicial inquiry for the *Public Lands Act*. He is currently co-authoring the second edition of *Heritage Planning* (Routledge) with Dr. Hal Kalman (expected 2020).

Benjamin Holthof, M.Pl., M.M.A., CAHP – Heritage Planner

Ben Holthof is a heritage consultant, planner and marine archaeologist with experience working in heritage consulting and not-for-profit museum sectors. He holds a Master of Urban and Regional Planning degree from Queens University; a Master of Maritime Archaeology degree from Flinders University of South Australia; a Bachelor of Arts degree in Archaeology from Wilfrid Laurier University; and, a certificate in Museum Management and Curatorship from Fleming College. Ben has consulting experience in cultural heritage screening, evaluation, heritage impact assessment, cultural strategic planning, cultural heritage policy review, historic research and interpretive planning. His work has involved a wide range of cultural heritage resources including on cultural landscapes, institutional, industrial, commercial, and residential sites as well as infrastructure such as wharves, bridges and dams. Much of his consultant work has been involved in heritage for environmental assessment.

Before joining LHC, Ben worked for Golder Associates Ltd. as a Cultural Heritage Specialist from 2014-2020. Ben is experienced in museum collections management, policy development, exhibit development and public interpretation. He has written museum strategic plans, interpretive plans and disaster management plans. He has been curator at the Marine Museum of the Great Lakes at Kingston, the Billy Bishop Home and Museum, and the Owen Sound Marine and Rail Museum. These sites are in historic buildings and he is knowledgeable with collections that include large artifacts including, ships, boats, railway cars, and large artifacts in unique conditions with specialized conservation concerns. Ben is also a maritime archaeologist having worked on terrestrial and underwater sites in Ontario and Australia. He has an Applied Research archaeology license from the Government of Ontario (R1062). He is also a professional member of the Canadian Association of Heritage Professionals.

Hayley Devitt Nabuurs, M.Pl.– Heritage Planner

Hayley Devitt Nabuurs is a Heritage Planner with Letourneau Heritage Consulting Inc. She holds a Bachelor of Arts in Anthropology from Trent University and a Master's of Urban and Regional Planning from Queen's University. Hayley's master's report research concerned the reconciliation of heritage and accessibility.

Hayley has experience in both the public and private planning sector and the museum sector. She has previously worked as a Heritage Planning Research Assistant with the City of Guelph, completing a heritage plaque inventory and property designation research. She has also worked at Lang Pioneer Village Museum and The Canadian Canoe Museum in both historic interpreter and supervisor roles. Hayley is currently a committee member with the OBIAA on the development of a provincial heritage and accessibility conference. At Letourneau Heritage Consulting Inc., Hayley has worked on various and complex cultural heritage evaluation reports, planning strategy reports, and heritage impact assessments. She specializes in policy research and analysis, and property history research. Hayley is a Candidate Member of the Ontario Professional Planners Institute and an Intern Member of the Canadian Association of Heritage Professionals.

Colin Yu, M.A. – Cultural Heritage Specialist and Archaeologist

Colin Yu is a Cultural Heritage Specialist and Archaeologist with Letourneau Heritage Consulting Inc. He holds a BSc with a specialist in Anthropology from the University of Toronto and an M.A. in Heritage and Archaeology from the University of Leicester. He has a special interest in identifying socioeconomic factors of 19th century Euro-Canadian settlers through quantitative and qualitative ceramic analysis.

Colin has worked in the heritage industry for over five years, starting out as an archaeological field technician in 2013. He currently holds an active research license (R1104) with the Ministry of Heritage, Sport, Tourism, and Culture Industries. Since 2019 he has worked on numerous projects dealing with all aspects of Ontario's cultural heritage. He has completed over two dozen cultural heritage technical reports for development proposals and include cultural heritage evaluation reports, heritage impact statements, and archaeological assessments. Colin has worked with both small and large proponents and understands the needs of each group. He specializes in built heritage, historic research, and identifying cultural heritage value and/or interest through O.Reg.9/06 under the Ontario Heritage Act.

Jordan Greene, B.A. – Mapping Technician

Jordan Greene is a mapping technician with Letourneau Heritage Consulting Inc. (LHC). She holds a Bachelor of Arts in Geography with a Certificate in Geographic Information Science and a Certificate in Urban Planning Studies from Queen's University. The experience gained through the completion of the Certificate in Geographic Information Science allowed Jordan to volunteer as a research assistant contributing to the study of the extent of the suburban population in America with Dr. David Gordon.

Prior to her work at LHC, Jordan spent the final two years of her undergraduate degree working in managerial positions at the student-run Printing and Copy Centre as an Assistant and Head Manager. Jordan has had an interest in heritage throughout her life and is excited to build on her existing professional and GIS experience as a part of the LHC team.

APPENDIX B: GLOSSARY

Definitions are based on those provided in the *Ontario Heritage Act (OHA)* and the *Provincial Policy Statement (PPS)* (2020). The City of Greater Sudbury Official Plan (2016, Consolidated May 2019) does not include definitions.

Adjacent Lands means for the purposes of cultural heritage those lands contiguous to a protected heritage property or as otherwise defined in the municipal official plan. (*PPS* 2020).

Alter means to change in any manner and includes to restore, renovate, repair, or disturb and “alteration” has a corresponding meaning (“transformer”, “transformation”) (*OHA*).

Areas of Archaeological Potential means areas with the likelihood to contain archaeological resources. Criteria to identify archaeological potential are established by the Province. The *Ontario Heritage Act* requires archaeological potential to be confirmed by a licensed archaeologist. (*PPS* 2020).

Archaeological Resources include artifacts, archaeological sites, marine archaeological sites, as defined under the *Ontario Heritage Act*. The identification and evaluation of such resources are based upon archaeological fieldwork undertaken in accordance with the *Ontario Heritage Act*. (*PPS* 2020).

Built Heritage Resource means a building, structure, monument, installation or any manufactured or constructed part or remnant that contributes to a property’s cultural heritage value or interest as identified by a community, including an Indigenous community. Built heritage resources are located on property that may be designated under Parts IV or V of the *Ontario Heritage Act*, or that may be included on local, provincial, federal, and/or international registers. (*PPS* 2020).

Cultural Heritage Landscape means a defined geographical area that may have been modified by human activity and is identified as having cultural heritage value or interest by a community, including an Indigenous community. The area may include features such as buildings, structures, spaces, views, archaeological sites or natural elements that are valued together for their interrelationship, meaning or association. Cultural heritage landscapes may be properties that have been determined to have cultural heritage value or interest under the *Ontario Heritage Act*, or have been included on federal and/or international registers, and/or protected through official plan, zoning by-law, or other land use planning mechanisms. (*PPS* 2020).

Conserved means the identification, protection, management and use of built heritage resources, cultural heritage landscapes and archaeological resources in a manner that ensures their cultural heritage value or interest is retained. This may be achieved by the implementation of recommendations set out in a conservation plan, archaeological assessment, and/or heritage impact assessment that has been approved, accepted or adopted by the relevant planning authority and/or decisionmaker. Mitigative measures and/or alternative development approaches can be included in these plans and assessments. (*PPS* 2020).

Heritage Attribute means, in relation to real property, and to the buildings and structures on the real property, the attributes of the property, buildings and structures that contribute to the property's cultural heritage value or interest ("attributs patrimoniaux") (*OHA*).

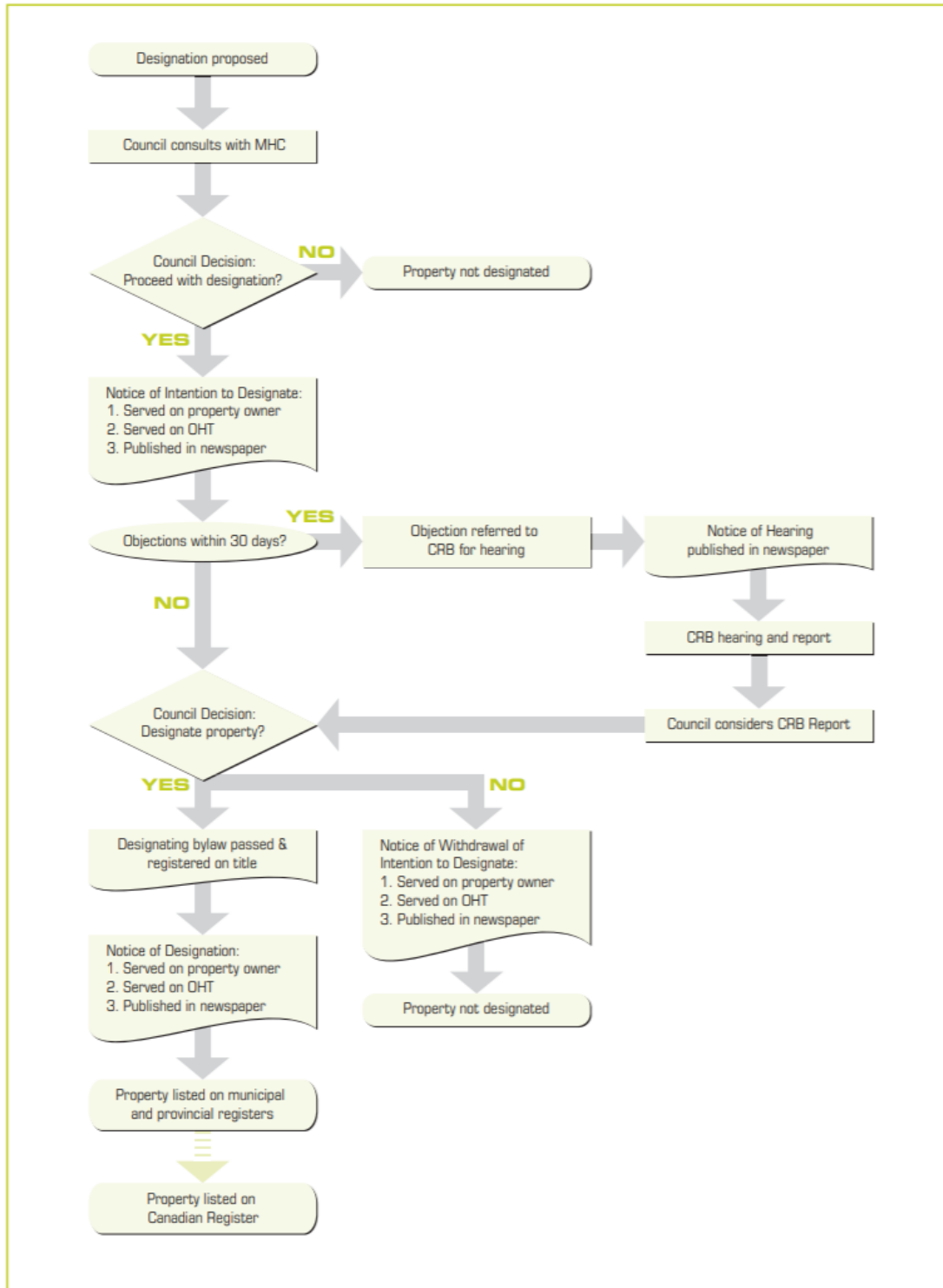
Heritage Attributes means the principal features or elements that contribute to a protected heritage property's cultural heritage value or interest, and may include the property's built, constructed, or manufactured elements, as well as natural landforms, vegetation, water features, and its visual setting (e.g. significant views or vistas to or from a protected heritage property). (*PPS 2020*).

Significant means in regard to cultural heritage and archaeology, resources that have been determined to have cultural heritage value or interest. Processes and criteria for determining cultural heritage value or interest are established by the Province under the authority of the *Ontario Heritage Act*. (*PPS 2020*).



APPENDIX C: DESIGNATION FLOWCHART


1. Designation by Municipal Bylaw



(Section 29 of the Ontario Heritage Act)





APPENDIX D: COMPARABLE NORTHERN ONTARIO FIRE HALLS

Name and Address	Notes	Photo
First Sudbury Fire Hall 40 Elgin Street	Photo dates from 1897. Demolished in the early 20 th century.	 <p>Source: EGSPL Archives</p>
Second Sudbury Fire Hall 40 Elgin Street	Built in 1914. The old fire hall is visible in the background. Demolished in the late 20 th century.	 <p>Source: The City of Greater Sudbury Public Library</p>

Name and Address	Notes	Photo
Sudbury Main Station 193 Van Horne Street	Built in 1975 and currently in use.	 <p>Source: City of Greater Sudbury Fire Stations</p>
Sudbury Station 7: Lively 229 Ninth Street	Built in 1950 and currently in use.	 <p>Figure 38: City of Greater Sudbury Fire Stations</p>

Name and Address	Notes	Photo
Sudbury Station 3: New Sudbury 1190 Leon Street	Built in 1974 and currently in use.	 <p>Source: City of Greater Sudbury Fire Stations</p>
Sudbury Station 4: Long Lake 2069 Long Lake Road	Built in 1977 and currently in use.	 <p>Source: City of Greater Sudbury Fire Stations</p>

Name and Address	Notes	Photo
<p>Sudbury Station 2: Minnow Lake</p> <p>144 Second Avenue</p>	<p>Built in 1983 and currently in use.</p>	 <p>Source: City of Greater Sudbury Fire Stations</p>
<p>Thunder Bay Multicultural Centre</p> <p>Former Court Street Fire Hall</p> <p>17 Court Street North, Thunder Bay</p>	<p>Built in 1906, now a Multicultural Centre.</p> <p>Designated under Part IV of the <i>OHA</i> by the City of Thunder Bay under By-law 105 – 1994.</p> <p>This is the only fire hall to be designated in Northern Ontario.</p>	 <p>Source: Volunteer Thunder Bay, 2018</p>

**IN THE MATTER OF THE ONTARIO HERITAGE ACT, R.S.O. 1990, CHAPTER 0.18
AND IN THE MATTER OF THE LANDS AND PREMISES KNOWN MUNICIPALLY AS
7 Serpentine Street, (Plan M-1025, Lot 12, Concession 2, Township of McKim) IN THE
CITY OF GREATER SUDBURY IN THE PROVINCE OF ONTARIO**

NOTICE OF INTENTION TO DESIGNATE

TAKE NOTICE that the Council of the City of Greater Sudbury intends to designate the real property, including the lands and building, known municipally as 7 Serpentine Street, as a property of cultural heritage value or interest under Section 29 Part IV of The Ontario Heritage Act, R.S.O. 1990, Chapter 0.18.

Description of Property

7 Serpentine Street is in Lot 12, Concession 2 in the geographic McKim Township, Plan M1024 and Lot 79 PCL 40945. The lot is approximately square with each side approximately 38 metres long. The Fire Hall is located at the north-west corner of the subject property and covers the northern half of the lot. A driveway runs along the eastern edge of the Fire Hall and a small parking lot is located immediately south.

Statement of Cultural Heritage Value or Interest

The subject property has cultural heritage value or interest for its physical/design, historical/associative, and contextual values.

The subject property has design value or physical value because is a rare, unique, representative or early example of a style, type, expression, material, or construction method. Built in 1910, the Property is a rare and representative example of an early 20th century fire hall for Sudbury and Northern Ontario. The subject property is the only existing early 1900s fire hall in the Sudbury area.

The subject property has historical or associative value because it has direct associations with a theme, event, belief, person, activity, organization or institution that is significant to a community. The Property has direct associations with municipal governance in Copper Cliff, serving as municipal office, fire hall, and police store front. Built in 1910, the subject property was one of the earliest municipal buildings in Copper Cliff –which was founded in 1902. The building served the community for 104 years.

The subject property has contextual value because it is important in defining, maintaining or supporting the character of an area. The subject property is important in maintaining and supporting the character of the Copper Cliff Serpentine streetscape and McIntosh Block of buildings. The Canadian Copper Company set aside Serpentine Street and the McIntosh Block as the business district of Copper Cliff. The company planned this subject property in a central location for emergency response use. The subject property also has contextual value because it is physically, functionally, visually, or historically linked to its surroundings. The Property is historically and visually linked to its surroundings as a part of the Copper Cliff Serpentine streetscape and McIntosh Block. The subject property is historically linked to its

surroundings as an early Copper Cliff institutional building in the centre of the business district and a community space. As a company town fire hall run by mine volunteers, the Property maintains and supports the valuable mining history of Copper Cliff as supported by the Ontario Ministry of Natural Resources, Historic Sites Branch A Topical Organization of Ontario History (1973) which describes the Sudbury area mining history as of “...crucial importance to the development of mining in Ontario and generated diversified enterprises which had a major impact on the social and economic life of the province.” The subject property is visually linked to its surroundings as part of the Serpentine streetscape. The streetscape has been altered over time, but the Fire Hall and surrounding buildings continue to frame the terminal vista of Serpentine Street from the top of the hill.

Description of Key Heritage Attributes

The cultural heritage value or interest of the property is represented in following heritage attributes:

- The main building, the former fire hall, including its:
 - Remaining tower base
 - One-and-a-half storey form, scale, and massing
 - Hip roof
 - Painted red smooth stretcher-bond brick
 - Painted yellow rusticated concrete blocks
 - The existing relationship of voids to solids on the elevations, including the infilled location of the large sealed garage doors on the north and south elevation that continue to read as functional doors.
 - Segmental arch window openings on the north and south elevation
 - Brick voussoirs above windows and doors
 - Transom windows above the doors on the north and south elevations
 - The existing setback from Serpentine Street

Further information respecting the proposed designation is available from City of Greater Sudbury’s Clerk’s Office. Any person may, not later than the DATE, send by registered mail or delivered to the Clerk of the City of Greater Sudbury, notice of their objection to the proposed designation, together with a statement of the reasons for the objection and all relevant facts. If such a Notice of Objection is received, the Council of the Corporation of the City of Greater Sudbury shall refer the matter to the Conservation Review Board for a hearing.

Dated at the City of Greater Sudbury on the DATE.

Request for Decision

Lobbyist Registry

Presented To:	City Council
Presented:	Tuesday, Dec 15, 2020
Report Date	Thursday, Nov 26, 2020
Type:	Managers' Reports

Resolution

THAT the City of Greater Sudbury directs staff to present a by-law to establish and maintain a Lobbyist Registry and to appoint the City of Greater Sudbury's Integrity Commissioner, Mr. Robert Swayze, as the Lobbyist Registrar;

AND THAT the General Manager of Corporate Services be authorized to enter into an agreement to amend the City's agreement with the Integrity Commissioner to include the duties and responsibilities of the Lobbyist Registrar as outlined in the report entitled "Lobbyist Registrar", from the General Manager of Corporate Services, presented at the City Council meeting on December 15, 2020.

Relationship to the Strategic Plan / Health Impact Assessment

The implementation of accountability and transparency measures pursuant to Part V.1 of the Municipal Act, 2001 promotes the strategic initiative of asset management and service excellence.

Report Summary

This report provides information regarding the implementation of a Lobbyist Registry for the City of Greater Sudbury.

Financial Implications

It is anticipated that additional expenditures as result of the recommendation could be carried out within existing Council approved budgets.

Signed By

Report Prepared By

Danielle Wicklander
Legislative Compliance Coordinator
Digitally Signed Nov 26, 20

Manager Review

Brigitte Sobush
Manager, Clerk's Services/Deputy City Clerk
Digitally Signed Nov 26, 20

Division Review

Eric Labelle
City Solicitor and Clerk
Digitally Signed Nov 26, 20

Financial Implications

Steve Facey
Manager of Financial Planning & Budgeting
Digitally Signed Nov 26, 20

Recommended by the Department

Kevin Fowke
General Manager of Corporate Services
Digitally Signed Dec 1, 20

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Dec 1, 20

Background

At the August 12, 2020 City Council meeting, Council passed [Resolution CC2020-213](#) directing staff to prepare a report and draft by-law regarding the establishment of a Lobbyist Registry.

This report and accompanying draft by-law provide the requested information regarding the establishment of a Lobbyist Registry and provides additional information to Council regarding the implementation process of the registry including the appointment of a Lobbyist Registrar.

Legislation

Under section 223.9 of the *Municipal Act* (the *Act*), municipalities are authorized to establish a public system for the registration of persons who lobby public office holders. The *Act* also sets out provisions for the appointment of a Lobbyist Registrar who is responsible for performing in an independent manner the functions assigned by the municipality with respect to the registry including, without limitation, provisions for investigation, reporting and enforcement.

Pursuant to the legislation, a Lobbyist Registrar is considered to be an “Accountability Officer”, in the same way as an Integrity Commissioner, Closed Meeting Investigator or Auditor General.

The legislation authorizes municipalities to:

1. Define “lobby”;
2. Require persons who lobby public office holders to file returns and provide information to the municipality;
3. Specify the returns to be filed and the information to be provided to the municipality by persons who lobby public office holders and specify the time within which the returns must be filed and the information provided;
4. Exempt persons from the requirement to file returns and provide information;
5. Specify activities with respect to which the requirement to file returns and provide information does not apply;
6. Establish a code of conduct for persons who lobby public office holders;
7. Prohibit persons from lobbying current public office holders for the period of time specified in the by-law;
8. Prohibit persons from lobbying public office holders without being registered;
9. Impose conditions for registration, continued registration or a renewal of registration;
10. Refuse to register persons, and suspend or revoke registrations; and
11. Prohibit persons who lobby public office holder from receiving payment that is in whole or in part contingent on the successful outcome of any lobbying activities.

While the legislation offers guidance and provides municipalities with the authority to establish a registry, by-law, code of conduct and Office of the Registrar, they are ultimately responsible for the composition of these procedural pieces.

Very few municipalities across Ontario have established Lobbyist Registries and staff are aware of seven examples. Those municipalities, for the most part include the larger centres such as Toronto and Ottawa and others that are experiencing rapid and extensive development in their communities, such as Vaughan and Brampton, which would support the need to regulate lobbying through the implementation of a registry system. To assist with the drafting of a by-law and to ensure that best practices are applied, staff have reviewed the Lobbyist Registry By-laws from those municipalities. Of note is that the examples of Lobbyist Registry By-laws in the

Province are very similar but for small exceptions. The following sections will provide additional information regarding some of the more significant concepts in the draft Lobbyist Registry By-law which is attached as Appendix A.

Definition of Lobbying

The first step in the establishment of a Lobbyist Registry is determining what constitutes lobbying activity. Similar to the other Ontario examples, lobbying is proposed to include any communication with a public office holder by any individual who is paid or represents a business or financial interest with the goal of trying to influence any legislative action on:

- a) The development, introduction, passage, defeat, amendments or repeal of a City by-law, or resolution on any matter;
- b) The development, approval, amendment or termination of a City policy, program, directive, guideline, including but not limited to a service delivery model;
- c) The purchase of goods, services or construction and the award of a contract by the City;
- d) The approval, approval with conditions, or refusal of an application for the service, grant, planning approval, permit or other licence or permission by the City;
- e) The award of any financial contribution, grant or other financial benefit by the City;
- f) The transfer to or from the City of any interest in or asset of any business, enterprise or institution; and
- g) To arrange a meeting between a public office holder and any other person on any of the subject matters listed above.

The activities above which form part of the Lobbyist Registry By-laws of other municipalities demonstrate the breadth of activities which would be captured as lobbying should Council choose to implement a registry for the City of Greater Sudbury. In order to avoid an adverse impact on the day to day activities of their municipalities, other communities created a list of standard exemptions from lobbying. While these can be reviewed in more detail in the draft by-law document, they can be summarized as follows:

- a) Communications during meetings of Council or Committees of Council or public processes such as public meetings, hearings, open house or media events;
- b) Requests for information;
- c) Compliments or complaints about a service or program;
- d) Enforcement, interpretation or application of any Act or by-law;
- e) Implementation or administration of any policy, program, directive, or guideline;
- f) Communications with City staff regarding applications for services, grants, planning approvals, permits or other licences, permissions or approvals, when that communication is part of the normal application and approval process;
- g) Submitting a bid proposal as part of the approved process for procurement;
- h) Response to a written request from the public office holder;
- i) Constituents communicating about a general neighbourhood or public policy issue;
- j) Communications by not-for-profit entities where such entity has no paid staff;
- k) Input/comments received as part of a stakeholder consultation; and
- l) For or against viewpoints on a policy or program where the primary focus is broad community benefit or detriment.

Persons Involved in the Lobbying Process / Exemptions

Public Office Holders

The term “Public Office Holder” is a key term in the Lobbyist Registry By-law and refers to a defined group of persons that could be the subject of lobbying activities. In other words, where a lobbyist wishes to engage in communications with a public office holder regarding activities that constitute lobbying under the by-law, the lobbyist will be obligated to register and comply with the applicable requirements.

Of all the examples of by-laws enacted in other communities, the definition of Public Office Holder is an element that represents the greatest level of variability. While members of Council are always included, there are examples such as the Regional Municipality of Peel and the City of Vaughan that are very broad and include all municipal staff, accountability officials, members of local boards, consultants and municipal election officials. There are other examples, such as in Hamilton, where a much more restricted definition of Public Office Holder applies including only members of Council, the staff of members of Council and members of the executive leadership team. For the purposes of the draft by-law, the proposed definition of Public Office Holder follows the more restrictive Hamilton approach. This approach would have the effect of reducing the training required and limit the significant administrative resources required for the ongoing administration and enforcement of the Lobbyist Registry by the Lobbyist Registrar and the Clerk.

Lobbyists

Lobbyists are defined similarly in other municipalities and are broken down into three categories to cover all possible situations: Consultant Lobbyist, In-House Lobbyist and Voluntary Unpaid Lobbyist.

Consultant lobbyists are individuals who lobby for payment on behalf of a client, whereas in-house lobbyists are individuals who are employees, partners or sole proprietors and lobby on behalf of their own employer, business or other entity. Finally, voluntary unpaid lobbyists are individuals who lobby without payment on behalf of an individual, business or other entity for the benefit of the interests of the individual, business or other entity.

Exempted Persons and Organizations

Lobbyist Registry By-laws generally contains exemptions that specifically identify organizations or persons that would not be subject to the application of the by-law. These exemptions relate mainly to other levels of government, public institutions or related entities, while acting in their official capacity, with which municipalities regularly communicate.

Similar to other by-laws, the draft proposes to exempt:

- Public officials, elected officials, employees and consultants from other levels of government and within the public sector i.e.: Federal, Provincial, Municipal, First Nations, educational and healthcare institutions;
- Municipal associations i.e.: AMCTO, AMO, FONOM
- Public Office Holders; and
- Officers, directors/members or employees of local boards, advisory panels or related corporations of the City i.e.: GSU, CGSCDC, SACDC, Downtown Sudbury.

Lobbyist Registry

Any individual that meets the definition of a lobbyist would be required to register their lobbying activities on the public lobbyist registry, update them as required and would be subject to the provisions of the Lobbyist Registry By-law and Code of Conduct.

It is not a requirement for a lobbyist to register prior to the commencement of their lobbying activities and they would have five business days from the commencement of the lobbying activity to complete their registration. Staff would create the required forms that would allow lobbyist to submit the following information:

- Their name and contact information;
- Whether or not they are a consultant, in-house or voluntary unpaid lobbyist;
- The name of the individual, client or other entity on whose behalf they are lobbying;
- Name of the individual or individuals whom they are lobbying; and
- The subject matter and the date that they lobbying activities will start and finish.

Filed registrations would be publicly available on the City's website and lobbyists may change or update this information as required.

Oversight of the Lobbyist Registry and Activities

If Council chooses to proceed with a Lobbyist Registry, the *Act* provides for the establishment of an additional municipal Accountability Official referred to as the Lobbyist Registrar. The Lobbyist Registrar is generally responsible for oversight of the Lobbyist Registry and performs assigned duties in an independent manner.

Similar to other accountability officials, the Lobbyist Registrar has investigative powers and may conduct inquiries into violations of the Lobbyist Registry By-law and the Lobbyist Code of Conduct. As a result of an investigation, the Registrar may also prohibit an individual from lobbying for a period of time and remove a registration from the registry. If necessary and if there are reasonable grounds to do so, the Registrar may also report any activity that has contravened a provincial Act of the Criminal Code of Canada to the appropriate authorities.

A number of municipalities that have implemented Lobbyist Registries have assigned the responsibilities of the Lobbyist Registrar to their Integrity Commissioners. The role is complimentary to the duties and responsibilities already overseen by an Integrity Commissioner.

This issue has been discussed with Mr. Swayze, the City's Integrity Commissioner and he has agreed to act as the City's Lobbyist Registrar should Council wish to appoint him as such. He has prior experience acting as a Lobbyist Registrar for other municipalities. In order to formalize this change, Council would pass an appointing by-law and would authorize an amendment to the service agreement with the Integrity Commissioner to include the Lobbyist Registrar responsibilities. Rates charged for the new services would be the same as those currently being charged for Integrity Commissioner services. While it is difficult to anticipate the level of activity and cost for the City regarding the Lobbyist Registrar, staff believe that the current annual budget of \$100,000 for Integrity Commissioner services in the Legal and Clerk's Services Division would be sufficient to address both the Integrity Commissioner services as well as the new services.

In order to avoid unnecessary external costs, it is proposed that the Clerk be responsible for the administrative responsibilities related to the Lobbyist Registry. These duties, which would include tasks such as the creation of necessary forms and website content, the receipt and posting of registrations and returns and the ongoing maintenance of the public registry, would be carried out by staff in the Clerk's Section under the oversight of the Lobbyist Registrar. The Registrar's role would therefore be scoped to essentially include oversight, advice, education and enforcement.

Next Steps

Staff have prepared the necessary resolutions should Council wish to proceed with the implementation of a Lobbyist Registry for the City of Greater Sudbury. If carried, staff will present two by-laws on subsequent agendas to implement the Lobbyist Registry and to appoint the City's Integrity Commissioner as the City's Lobbyist Registrar.

The by-laws are proposed to come into effect for April 1, 2021 to permit sufficient time for staff to develop formal procedures, offer training to public office holders, and to create the necessary forms and the required online registry. In addition, with the assistance of staff in Communications, a communication strategy would be put in place to ensure that the public and potential lobbyists are aware of the implementation of the registry.

APPENDIX A

By-law 2020-xx

A By-law of the City of Greater Sudbury to Establish and Maintain a Lobbyist Registry

Whereas the Council for the City of Greater Sudbury wishes to establish and maintain a Lobbyist Registry to provide transparency about persons who lobby the City of Greater Sudbury's public office holders;

And Whereas section 223.9 of the *Municipal Act, 2001* authorizes the City of Greater Sudbury to establish and maintain a Lobbyist Registry in which shall be kept registrations and returns filed by persons who lobby the City of Greater Sudbury's public office holders;

Now therefore the Council of the City of Greater Sudbury hereby enacts as follows:

1. The attached Schedule "A", Lobbyist Registry By-law is hereby enacted and adopted upon passage.
2. The attached Schedule "B" Lobbyist Code of Conduct is hereby enacted and adopted upon passage.

Read and Passed in Open Council this xx day of xx, 2020

_____ Mayor

_____ Clerk

Schedule “A”
to By-law 2020-xx of the City of Greater Sudbury

PART I. DEFINITIONS

ARTICLE 1. TERMS DEFINED

In this By-law,

“Business Day” means any day on which the City’s administrative buildings are open for business;

“City” means the municipal corporation of the City of Greater Sudbury, or the geographic area of the municipal corporation of the City of Greater Sudbury, as the context requires;

“Code of Conduct” means the Lobbyist Code of Conduct, attached as Schedule “B” to the Lobbyist Registry By-law.

“Communication” means any type of expressive contact, including but not limited to a meeting, email, electronic messaging, facsimile transmission, letter, telephone call or meaningful dialogue or exchange that materially advances a matter that is defined as lobbying, whether in a formal or in an informal setting.

“Constituent” means:

- (i) with respect to the Mayor:
 - (a) an individual who resides in the City; or
 - (b) an owner or operator of a business or other entity located in the City; and
- (ii) with respect to a Councillor:
 - (a) an individual who resides in the Councillor’s ward; or
 - (b) an owner or operator of a business or other entity located in the ward;

“Lobby”, subject to the exclusions provided for in this By-law, means any Communication with a Public Office Holder by an individual who represents a business or financial interest, including their own interest, with the goal to influence legislative action on:

- (i) the development, introduction, passage, defeat, amendment or repeal of a City By-law or resolution on any matter;
- (ii) the development, approval, amendment or termination of a City policy, program, directive, guideline, including but not limited to a service delivery model;
- (iii) the purchase of goods, services or construction and the award of a contract by the City;
- (iv) the approval, approval with conditions, or refusal of an application for a service, grant, planning approval, permit or other licence or permission by the City;
- (v) the award of any financial contribution, grant or other financial benefit by the City;
- (vi) the transfer to or from the City of any interest in or asset of any business, enterprise or institution,
- (vii) to arrange a meeting between a public office holder and any other person on any of the subject matters listed in paragraphs (i) to (vi) inclusive; and

“Lobbyist” means a consultant lobbyist, in-house lobbyist or voluntary unpaid lobbyist and:

- (i) “Consultant lobbyist” means an individual who lobbies for payment on behalf of a client (another individual, a business or other entity);
- (ii) “In-house lobbyist” means an individual who is an employee, partner or sole proprietor and who lobbies on behalf of his or her own employer, business or other entity; and,
- (iii) “Voluntary unpaid lobbyist” means an individual who lobbies without payment on behalf of an individual, business or other entity for the benefit of the interests of the individual, business or other entity;

“Lobbyist Registrar” means the individual appointed by Council from time to time in accordance with section 223.1 of the *Municipal Act, 2001*;

“Lobbyist Registry” means a record of registration in which shall be kept returns of persons who lobby public office holders which shall include the information required pursuant to this By-law.

“Public Office Holder” means:

- (i) a member of Council and any person on their staff;
- (ii) a member of the City’s Executive Leadership Team;

“Registration” means a first filing by a lobbyist regarding a subject matter they intend to lobby on as set out in Article 6 of this By-law.

“Return” means an update of a registration filed by a lobbyist as set out in Article 6 of this By-law.

PART II. **GENERAL PROVISIONS**

ARTICLE 2. ESTABLISHMENT OF A LOBBYIST REGISTRY

2.1 The City of Greater Sudbury hereby establishes its Lobbyist Registry in accordance with Section 223.9 of the *Municipal Act, 2001*.

2.2 The Clerk for the City of Greater Sudbury shall develop and maintain a Lobbyist Registry under the oversight of the Lobbyist Registrar, in which shall be kept all registrations and returns filed under this By-law.

2.3 The Lobbyist Registry shall be available for public inspection through the City of Greater Sudbury’s website.

ARTICLE 3. EXEMPTED PERSONS AND ORGANIZATIONS

3.1 This By-law does not apply to the following persons when acting in their official or public capacity:

- (i) Government or public sector persons, other than the City of Greater Sudbury;
 - (a) Members of the Senate or House of Commons of Canada, the legislative assembly of a province, the council or legislative assembly of a territory, or persons on the staff of the members;

- (b) Members of a First Nation council as defined in the *Indian Act* or of the council of an Indian band established by an Act of the Parliament of Canada, or persons on the staff of the members;
 - (c) Employees or consultants retained by the Government of Canada, the government of a province or territory, a First Nation council, a federal or provincial crown corporation or other federal or provincial public agency;
 - (d) Members of a council or other statutory body, including a local board, charged with the administration of the civil or municipal affairs of a municipality in Canada other than the City of Greater Sudbury, persons or staff of the members, or officers or employees of the municipality or local board; and
 - (e) Members of a national or sub-national foreign government, persons on the staff of the members, or officers, employees, diplomatic agents, consular officers or official representative in Canada of the government.
- (ii) Officials and employees of the City of Greater Sudbury and other municipal bodies;
 - (a) Public Office Holders;
 - (b) Officers, directors or employees of a local board or related corporations of the City of Greater Sudbury;
 - (c) Members of an Advisory Panel established by the City of Greater Sudbury;
 - (iii) Members, directors, officers, employees or consultants of publicly funded school boards and educational institutions;
 - (iv) Members, directors, officers, employees or consultants of publicly funded health care institutions; and
 - (v) Members, directors, officers, employees, or consultants of Municipal Associations including but not limited to the Association of Municipalities of Ontario, and the Federation of Canadian Municipalities.

ARTICLE 4. RESPONSIBILITIES

4.1 A public officer holder's responsibilities include:

- (i) responding, in a timely and complete manner, to a request from the Lobbyist Registrar to gather and provide information; and
- (ii) ending, as soon as practicable, lobbying by a lobbyist who is prohibited from lobbying and reporting in a timely manner, such lobbying to the Lobbyist Registrar.

4.2 The City Solicitor & Clerk's responsibilities include:

- (i) development and maintenance of an electronic lobbyist registry, including all applicable forms;
- (ii) ensuring the lobbyist registry is available for public inspection through electronic web-based access at all reasonable times, except during regular maintenance;
- (iii) ensuring that registrations and returns are included on the lobbyist registry not more than three business days after they are filed;
- (iv) ensuring that the lobbyist registry reflects the direction of the Lobbyist Registrar regarding the suspension, revocation or refusal of registrations or returns.

4.3 The Lobbyist Registrar's responsibilities include:

- (i) overseeing the establishment and maintenance of a lobbyist registry, including determining the lobbyist registry's form and content, in which shall be kept the registrations and returns filed by lobbyists;
- (ii) providing advice, opinions and interpretation pertaining to the administration, application and enforcement of this By-law;
- (iii) conducting inquiries in respect of a request made by Council, a member of Council or a member of the public about compliance with this By-law, which may include requesting that a public office holder gather information concerning lobbying of him or her and provide that information to Lobbyist Registrar;
- (iv) suspending, revoking or refusing a registration or return;
- (v) enforcing this By-law;
- (vi) advising Council on lobbying matters and recommend improvements to this Bylaw;
- (vii) providing periodic reports to Council and any other reports as the Lobbyist Registrar considers appropriate; and
- (viii) performing other duties as may be assigned by Council from time to time.

ARTICLE 5. LOBBYING EXEMPTIONS

5.1 Lobbying does not include:

- (i) Communication that is a matter of the public record or occurs during a meeting of Council or a Committee of Council;
- (ii) Communication that occurs during a public process such as a public meeting, hearing, consultation, open house or media event held or sponsored by the City or a public office holder;
- (iii) advocacy Communication for or against a policy or program that states a position where the primary focus is a broad community benefit or detriment, and where that position would have no direct or indirect or perceived benefit to the person or entity on whose behalf the communication is undertaken;
- (iv) Communication that is restricted to a request for information;
- (v) Communication that is restricted to compliments or complaints about a service or program;
- (vi) Communication with a public office holder by an individual on behalf of an individual, business or other entity about:
 - (a) the enforcement, interpretation or application of any Act or By-law by the public office holder and with respect to the individual, business or other entity;
 - (b) the implementation or administration of any policy, program, directive or guideline by the public office holder and with respect to the individual, business or other entity; or
 - (c) a personal matter of the individual, business or other entity unless it is communication that is in respect of a matter that falls under the definition of lobbying, that is for the special benefit of the individual, business or organization.

- (vii) Communication by an applicant, an interested party or their representatives with respect to an application for a service, grant, planning approval, permit or other license or permission:
 - (a) with an employee of the City if the communication is part of the normal course of the approval process; or
 - (b) with an employee of the City if the communication is with respect to planning or development applications and the officer or employee has a role in the processing of a planning or development application during the formal pre-application consultation, the filing of the application and the application review process, including the preparation of development agreements;
- (viii) submitting a bid proposal as part of the procurement process and any communication with designated employees of the City as permitted in the procurement policies and procurement documents of the City;
- (ix) Communication with a public office holder by an individual on behalf of an individual, business or other entity in direct response to a written request from the public office holder;
- (x) Communication directly related to those City-initiated consultative meetings and processes where an individual is participating as a stakeholder;
- (xi) Communication for or against a policy or program that state a position where the primary focus is a broad community benefit or detriment, whether City-wide or local, and where that position would have no direct, indirect or perceived benefit to a business or financial interest of the individual, business or other entity on whose behalf the communication is undertaken,
- (xii) Communication regarding a business or financial interest by not-for-profit businesses or other not-for-profit entity where such business or entity has no paid staff; or
- (xiii) Communication with a public officer holder by their constituent regarding a general neighborhood or public policy issue.

5.2 The Lobbyist Registrar may exempt lobbying from some or all the requirements of this By-law if they are satisfied in advance by a lobbyist that registration could reasonably be expected to prejudice the economic interests of the City of Greater Sudbury or the competitive position of the City of Greater Sudbury.

ARTICLE 6. REGISTRATION AND REPORTING OF LOBBYING ACTIVITY

6.1 No person who meets the definition of a Lobbyist as outlined in Part I of this By-law shall lobby a public office holder without being registered as required under this section of the By-law unless otherwise exempted.

6.2 A person with the intent to lobby may register as a lobbyist prior to the first lobbying communication with a public office holder and shall do so no later than five (5) business days after the lobbying communication takes place. All lobbyists with intent to lobby must register as lobbyists.

6.3 Lobbyists shall adhere to the Code of Conduct during the conduct of lobbying activities with public office holders.

6.4 A former public office holder shall not engage in lobbying activities for a period of twelve (12) months immediately after ceasing to be a public office holder.

6.5 No person on whose behalf another person undertakes lobbying activities, shall make a payment for the lobbying activities that is in whole or in part contingent on the successful outcome of any lobbying activities.

6.6 No person who lobbies a public office holder shall receive payment that is in whole or in part contingent on the successful outcome of any lobbying activities.

6.7 The lobbyist shall provide the following information in their registration:

- (i) name, title and business address (where applicable);
- (ii) whether the lobbyist is a consultant lobbyist, in-house lobbyist or voluntary unpaid lobbyist;
- (iii) the name of the individual, client or other organization, including all business names, under which the individual, client or other organization is operating, on whose behalf the lobbyist is lobbying;
- (iv) each subject matter that the lobbyist will lobby on;
- (v) description of the issue being lobbied, including particulars of any relevant City proposal, By-law motion, resolution, policy, program, directive, grant or guideline;
- (vi) date on which the lobbying activity will start and finish, with the date on which the lobbying finishes being no more than twelve (12) months after the date which the lobbying commences; and
- (vii) names of the Members of Council and titles of other public office holders being lobbied.

6.8 Lobbyists shall update any changes to their registration within five (5) business days of the change taking place.

6.9 Lobbyists shall close the subject matter registration filed no later than thirty (30) days after the completion or termination of the lobbying activity. The subject matter shall be closed once lobbying is complete or within twelve (12) months of lobbying commencing, whichever is sooner.

6.10 A subject matter registration may be extended beyond twelve (12) months at the sole discretion of the Lobbyist Registrar.

PART III. SANCTIONS AND PENALTIES

ARTICLE 7. REFUSAL TO ACCEPT OR SUSPEND REGISTRATION OR RETURN

7.1 The Lobbyist Registrar may impose a temporary ban on communication in accordance with the following scheme if the Lobbyist Registrar finds that the requirements of this By-law have not been met:

- (i) First contravention: the lobbyist is banned from communicating with public office holders for one month;
- (ii) Second contravention: the lobbyist is banned from communicating with public office holders for three months; and

- (iii) Third contravention: the Lobbyist Registrar shall determine an appropriate sanction.

7.2 If the Lobbyist Registrar decides to impose a temporary ban on lobbying, the Lobbyist Registrar shall inform the individual of the suspension and the reason for the suspension in the manner that the Lobbyist Registrar determines.

7.3 If the Lobbyist Registrar imposes a temporary ban on lobbying, the Lobbyist Registrar shall notify all Public Office Holders and a notice of the temporary ban shall be posted to the website.

ARTICLE 8. REMOVAL FROM REGISTRY

8.1 The Lobbyist Registrar may remove a registration or return from the Lobbyist Registry if the Lobbyist Registrar finds that the individual who filed the registration or return has not complied with the requirements of this By-law.

8.2 When a registration is removed from the Lobbyist Registry, the individual who filed it shall be deemed, for the purposes of their existing and future obligations under this By-law, not to have filed the registration.

ARTICLE 9. REFERRAL TO APPROPRIATE AUTHORITIES

9.1 Pursuant to subsection 223.12(7) of the *Municipal Act, 2001*, should the Lobbyist Registrar determine when conducting an inquiry, that there are reasonable grounds to believe that an individual has contravened any other Act or the Criminal Code (Canada). The Lobbyist Registrar shall immediately refer the matter to the appropriate authorities and suspend the inquiry pending the outcome of any resulting investigation.

Schedule “B”
to By-law 2020-xx of the City of Greater Sudbury

LOBBYIST CODE OF CONDUCT

Lobbyists are expected to comply with the standards of behaviour for lobbyists and the conduct of lobbying activities set out in this Code of Conduct when lobbying public office holders.

Honesty

Lobbyists shall conduct with integrity and honesty all relations with public office holders, clients, employers, the public and other lobbyists.

Openness

Lobbyists shall, at all times, be open and frank about their lobbying activities, while respecting confidentiality.

Disclosure of Identity and Purpose

Lobbyists communicating with a public office holder shall disclose the identity of the individual or organization on whose behalf they are acting as well as the reasons for the communication.

Lobbyists shall register the subject matter of all communication with public office holders that constitutes lobbying under the Lobbyist Registry By-law.

Information and Confidentiality

Lobbyists shall inform their client, employer or organization of the obligations under the Lobbyist Registry By-law and their obligation to adhere to the Lobbyists Code of Conduct.

Lobbyists shall provide information that is accurate and factual to all public office holders.

Lobbyists shall not knowingly mislead anyone and shall use proper care to avoid doing so inadvertently.

Lobbyists shall not divulge confidential information unless they have obtained the informed consent of their client, employer or organization, or disclosure is required by law.

Lobbyists shall not use any confidential or other insider information obtained in the course of their lobbying activities to the disadvantage of their client, employer or organization.

Competing Interests

Lobbyists shall not represent conflicting or competing interests without the written consent of those whose interests are involved.

Lobbyists shall advise public office holders that they have informed their clients of any actual, potential or apparent conflict of interest and obtained the informed consent of each client concerned before proceeding or continuing with the undertaking.

Lobbyists shall not lobby public office holders on a subject matter for which they also provide advice to the City of Greater Sudbury.

Improper Influence

Lobbyists shall avoid both the deed and appearance of impropriety.

Lobbyists shall not knowingly place public office holders in a conflict of interest or in breach of the public office holders' code of conduct or standards of behaviour.

Lobbyists with active lobbying registrations, their registered clients or their employers shall not, directly or indirectly, offer or provide any gift, benefit or hospitality to Members of Council or their staff.

For Information Only

2021 Omitted and Supplementary Tax Billing

Presented To:	City Council
Presented:	Tuesday, Dec 15, 2020
Report Date	Thursday, Nov 05, 2020
Type:	By-Laws
By-Law:	2020-174

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters.

Report Summary

This report deals with the 2021 supplementary and omitted assessments and their instalment due dates.

Financial Implications

There are no financial implications associated with this report.

Signed By

Report Prepared By

Kyla Bell
Manager of Taxation
Digitally Signed Nov 5, 20

Division Review

Ed Stankiewicz
Executive Director of Finance, Assets
and Fleet
Digitally Signed Nov 6, 20

Financial Implications

Steve Facey
Manager of Financial Planning &
Budgeting
Digitally Signed Nov 6, 20

Recommended by the Department

Kevin Fowke
General Manager of Corporate
Services
Digitally Signed Dec 2, 20

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Dec 2, 20

This report deals with the 2021 omitted and supplementary tax billing, including due dates for this billing.

Sections 33 and 34 of the Assessment Act authorizes a local municipality, in any year, to enter omitted and supplementary assessments on to the tax roll and to levy and collect realty taxes resulting from this additional assessment.

Omitted and supplementary assessments are generated by property additions or changes that increase current value assessment.

For omitted and supplementary assessments added to the tax roll on/before June 1, 2021 the due dates are:

June 30, 2021
July 30, 2021

For omitted and supplementary assessments added to the tax roll on/before July 1, 2021 the due dates are:

July 30, 2021
August 31, 2021

For omitted and supplementary assessments added to the tax roll on/before August 1, 2021 the due dates are:

August 31, 2021
September 30, 2021

For omitted and supplementary assessments added to the tax roll on/before September 1, 2021 the due dates are:

September 30, 2021
October 29, 2021

For omitted and supplementary assessments added to the tax roll on/before October 1, 2021 the due dates are:

October 29, 2021
November 30, 2021

For omitted and supplementary assessments added to the tax roll on/before November 1, 2021 the due date is:

November 30, 2021
December 31, 2021

For omitted and supplementary assessments added to the tax roll on/before December 1, 2021 the due date is:

December 31, 2021

It is recommended that the 2021 omitted and supplementary levy by-law be passed.

For Information Only

2021 Interim Tax Billing

Presented To:	City Council
Presented:	Tuesday, Dec 15, 2020
Report Date	Friday, Nov 13, 2020
Type:	By-Laws
By-Law:	2020-175

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters.

Report Summary

This report deals with the 2021 interim tax levy and instalment due dates.

Financial Implications

There are no financial implications associated with this report.

Signed By

Report Prepared By

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Division Review

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Financial Implications

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Manager of Financial Planning &
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Recommended by the Department

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General Manager of Corporate
Services
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Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Dec 2, 20

Background

Section 317 (1) of the Municipal Act provides the authority for an interim tax levy prior to the adoption of the final estimates. For 2021, the interim tax levy dates have been established as March 1st and April 1st, 2021. This by-law is a standard by-law placed before Council at the end of each year that represents the interim tax levy for following year (2021). The above due dates for the 2021 interim billing are comparable to interim billing due dates for previous years and have been consistent since amalgamation in 2001.

The City will levy interim tax amounts with notional tax rates to complement the phased-in 2021 current value assessments, the estimated municipal tax levy and the estimated education tax rate. This authority is found in Section 317(9) of the Municipal Act which reads as follows:

Adjustments to interim levy - If the council of a municipality is of the opinion that the taxes levied under subsection (1) on a property are too high or too low in relation to its estimate of the total taxes that will be levied on the property, the council may adjust the taxes on the property under subsection (1) to the extent it considers appropriate.

It is recommended that the 2021 interim levy by-law be passed.

Presented To:	City Council
Presented:	Tuesday, Dec 15, 2020
Report Date	Monday, Nov 23, 2020
Type:	By-Laws
By-Law:	2020-176

For Information Only

2020 Neighbourhood Association Annual Grant Allocation By-Law

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's Strategic Plan in the area of Creating a Healthier Community as it aligns with the Population Health Priorities of Play, Families, and Age Friendly Strategy. Neighbourhood Associations create and deliver services to improve the health and well-being of youth, families and seniors and maintaining public spaces. The annual grants assist the Neighbourhood Associations in these areas.

Report Summary

As part of the 2020 budget process, Council approved an annual allocation for Neighbourhood Association grants. This report outlines the 2020 applications received for Neighbourhood Association grants. Grants will be released subject to Council's approval of the applicable by-law.

Financial Implications

Funds are budgeted in the 2020 Leisure Services operating budget under the Neighbourhood Association Annual Grant Allocation.

Signed By

Report Prepared By

Ginette Forget-Rose
Community Development Coordinator
Digitally Signed Nov 23, 20

Manager Review

Cindy Dent
Manager of Recreation
Digitally Signed Nov 23, 20

Division Review

Jeff Pafford
Director of Leisure Services
Digitally Signed Nov 23, 20

Financial Implications

Steve Facey
Manager of Financial Planning & Budgeting
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Recommended by the Department

Steve Jacques
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Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
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Background

Neighbourhood Associations are volunteer organizations that work in cooperation with the City of Greater Sudbury (City) to improve the quality of life in their community. Neighbourhood Associations organize and promote local leisure opportunities to meet the needs of area residents. Associations are involved with a variety of programs, activities, and special events including community clean ups, winter carnivals, outdoor rinks and providing community meeting space.

As part of the 2020 budget process, Council approved the annual budget allocation in support of the Neighbourhood Associations in the amount of \$54,281. Annual grants support Neighbourhood Association activities and events. Neighbourhood Associations which are affiliated with the City are considered for a grant within the limits of the available financial resources. Associations are entitled to no more than one grant per year and are required to complete a grant application form, which details the purpose of their grant.

A Post Project Report must be submitted by each Association upon utilization of the funds. Subsequent grant applications from an Association will not be considered unless a Post Project Report has been submitted for previous grants issued to that Association.

As referenced in the report to City Council on October 20, 2020, titled, COVID 19 Response Update, outdoor rinks will operate this season. Information was provided on the Outdoor Rink Reopening Plan that would continue to support volunteers and provide staff towards the operation of outdoor rinks beginning in mid-late December, weather permitting. All COVID 19 guidelines and protocols will be enforced and adhered to, including but not limited to, gathering limits, social distancing and facial coverings. Neighbourhood Associations have been advised that no events or rentals, such as carnivals/birthday parties be permitted at these locations until further notice.

The following is a summary of eligible grant expenditures:

Equipment

Equipment purchases should create opportunities for people of all ages and abilities to take part in a wide range of sports and leisure programs. The purchased materials will remain the property of the City of Greater Sudbury should the Association dissolve.

Community Special Events

Community Special Events hosted by the Association will reflect neighbourhood needs and priorities. Localized special events allow volunteers to create new partnerships, sponsorships, attract new volunteers and foster community engagement and involvement for all ages.

Operating Costs

Operating costs are defined as the Association's ongoing costs, i.e. purchase of snow blower, mail outs, gas, oil, telephone, etc. Costs to hire staff are not eligible for funding. The intent of the operating fund is to assist Associations in effectively conducting their business and enabling them to use their own fundraising dollars for ongoing activities.

Grant applications have been reviewed by an ad-hoc committee consisting of Leisure Services Division staff and Neighbourhood Associations volunteers. The attached summary sheet (Appendix A – Neighbourhood Association 2020 Grant Allocation) outlines the 2020 allocation requests. The budgeted funds are being distributed to a total of 31 Neighbourhood Associations.

NEIGHBOURHOOD ASSOCIATION	PROJECT DESCRIPTION FOR 2020	2020 GRANTS
Algonquin	Purchase of SPHL hockey jerseys and socks, fuel for snow blower, Edger for ice	\$1500.00
Azilda	Fuel for snow blower, extra bench	\$1500.00
Beaver Lake	Fridge, individual activities	\$1500.00
Cedar Park	Fuel for snow blower, Hockey equipment SPHL	\$1500.00
Coniston	Maintenance for snow blower, Autism Play Program equipment including expanding the Autism Sport night. Coniston Play Program	\$1500.00
Delki Dozzi	Snow Pusher - Snowdozer, fuel for snow blower	\$1500.00
Den-Lou	Skate aids, fuel for snow blower, storage equipment, indoor equipment for youth	\$1500.00
Don-Lita	Snow blower, fuel for snow blower, stove	\$1500.00
Downe	Hockey equipment, fuel for snow blower, microwave	\$1500.00
East End	Fuel for snow blower, volunteer appreciation,	\$1500.00
Elm West	Fuel for snow blower, community garden, curling & hockey equipment	\$1500.00
Elmview	Fuel for snow blower, extra trees for sunshade	\$1500.00
Four Lake	Curling equipment and fall event	\$1500.00
Kinsmen	Fuel for snow blower	\$300.00
LoEllen	Snow blower, purchase of SPHL team jerseys	\$1500.00
McFarlane	Purchase of two SPHL team jerseys/equipment, fuel for snow blower	\$1500.00
Morel Family Foundation Park	Fuel for snowblower, 3 rolls of rubber matting	\$1500.00
Penman	Snow blower, fuel for snow blower	\$1500.00
Penage Rd Community Centre	Fuel for snow blower, rink enhancement	\$1500.00
Percy	Fuel for snow blower, hockey skating equipment, sound system	\$1500.00
Pinecrest (Pending)	Kids and Youth summer activity, community garden	\$1500.00
Ridgecrest	Fuel for snow blower, storage cabinets, New Sudbury Days/Outdoor Fitness Equipment celebration	\$1500.00
Riverdale	Fuel for snow blower, rink equipment, vending machine	\$1500.00
Robinson	Fuel for snow blower, equipment for the canteen	\$1500.00
Rosemarie	Fuel for snow blower and plow, community events pending COVID	\$1500.00
Skead Road Community Club	Rink enhancement	\$1500.00
Skead Community Centre & Rink	Fuel for snow blower, hockey/skating equipment	\$1500.00
Sunnyside	Fuel for snow blower, new tables/chairs/cart for community events	\$1500.00
Twin Forks	Facility equipment, Community events pending COVID, propane for BBQ	\$1500.00
Valley Acres (Pending)	Fuel for the snow blower, summer basketball equipment	\$1500.00
Westmount	Fuel for snow blower, community garden, shed/building enhancement ie. blinds	\$1500.00
Associations - Total		\$45,300.00

For Information Only

Employment Land Strategy Update

Presented To:	City Council
Presented:	Tuesday, Dec 15, 2020
Report Date	Tuesday, Nov 10, 2020
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

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Digitally Signed Nov 10, 20

Manager Review

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Division Review

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Financial Implications

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Digitally Signed Nov 18, 20

Recommended by the Department

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Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Nov 23, 20

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

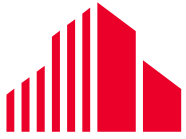
The following table provides a summary of the status of the deliverables:

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>



CUSHMAN &
WAKEFIELD



The Planning Partnership

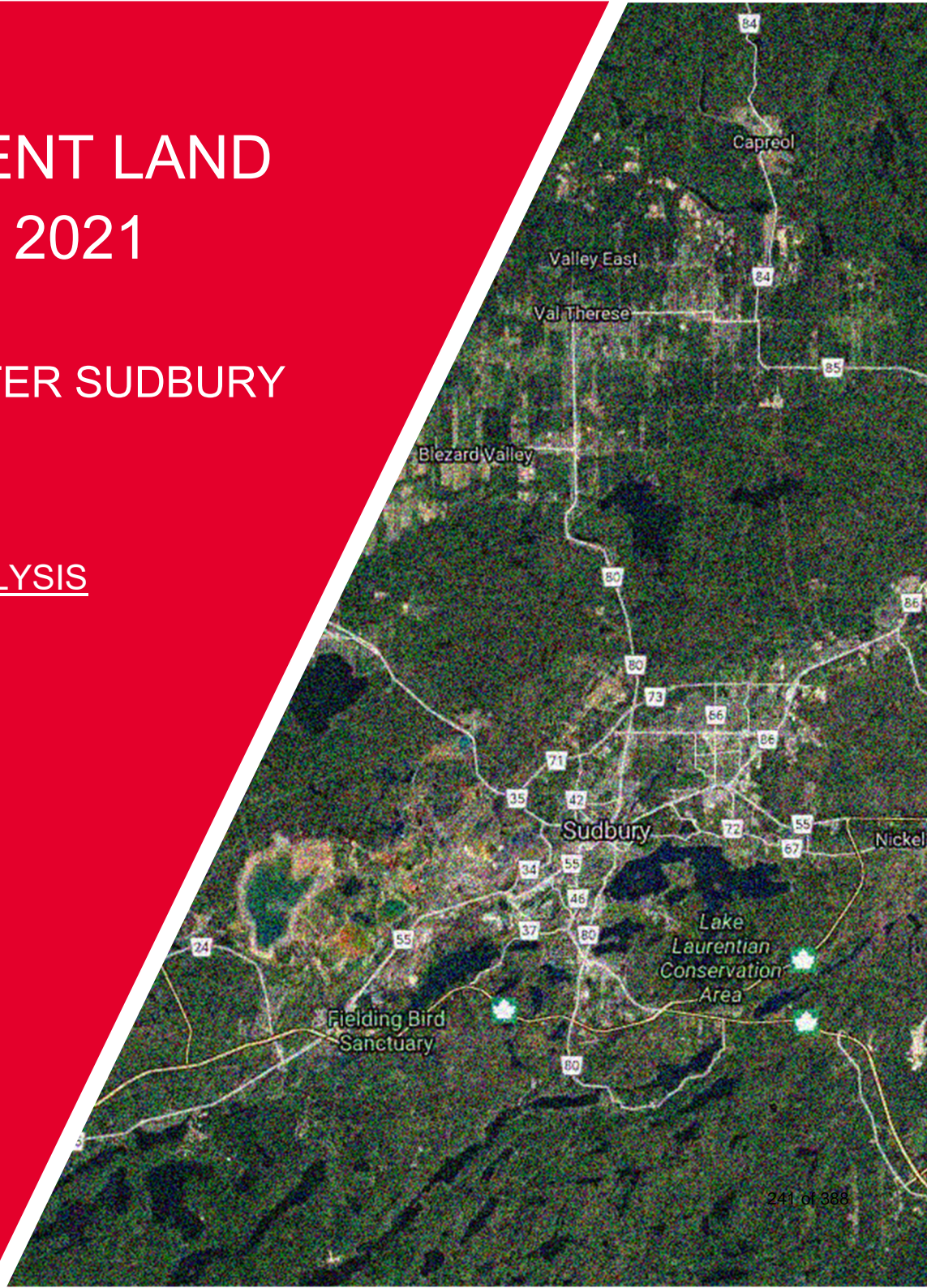


EMPLOYMENT LAND STRATEGY 2021

CITY OF GREATER SUDBURY

DELIVERABLE #2

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).

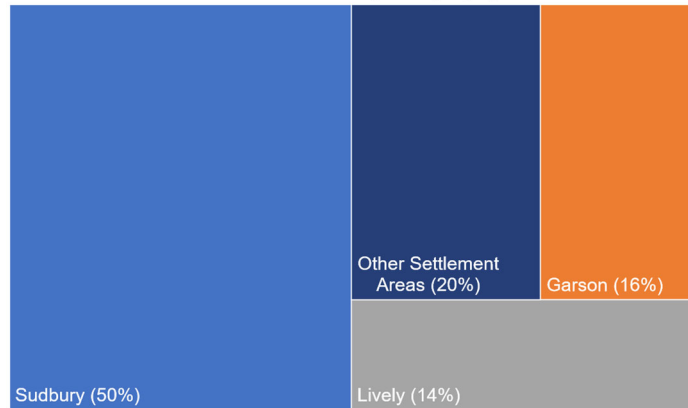
VACANT INDUSTRIAL LAND BY OFFICIAL PLAN DESIGNATION AND SERVICING STATUS								
Official Plan Designation	Serviced		Partially-Serviced		Unserviced		TOTAL	
	# of sites	Area (ha)	# of sites	Area (ha)	# of sites	Area (ha)	# of sites	Area (ha)
General Industrial	69	382.1	58	269.1	21	131.5	148	782.6
Heavy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

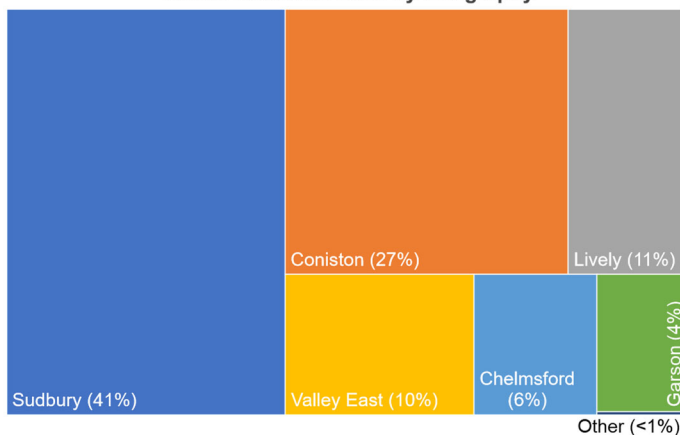
Industrial Land by Geography



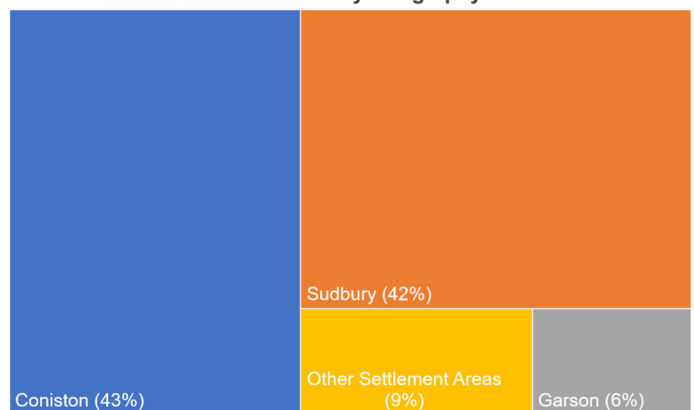
The following identifies the vacant industrial lands by geography, along with servicing status.

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



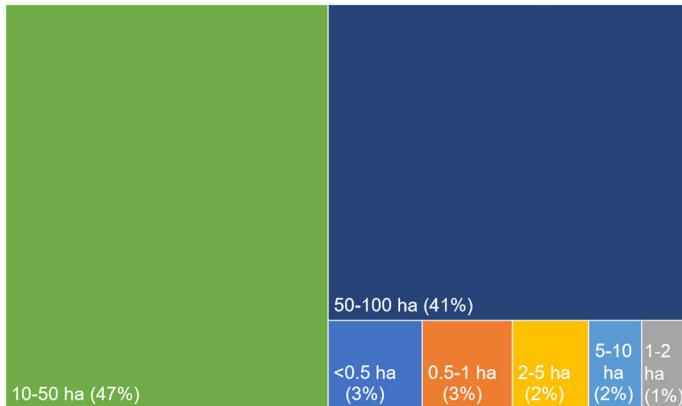
- Together, Sudbury and Coniston account for 85% of the vacant, serviced industrial land (325 hectares, split evenly between the two Settlement Areas). Garson (23 hectares, 6% share) represents the next largest opportunity for serviced industrial land.
- Partially-serviced lands refer to properties with 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.

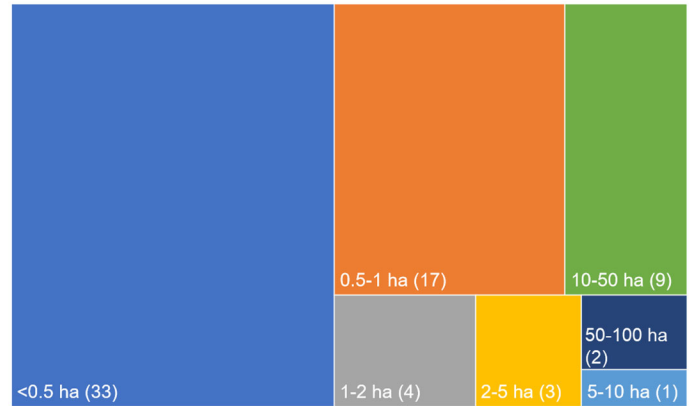
VACANT GENERAL INDUSTRIAL LANDS BY PROPERTY SIZE AND SERVICING									
	<0.5 ha	0.5-1 ha	1-2 ha	2-5 ha	5-10 ha	10-50 ha	50-100 ha	>100 ha	TOTAL ha
Serviced									
# of Parcels	33	17	4	3	1	9	2	0	69
Total Area (ha)	11.6	11.1	5.3	9.4	6.6	181.4	156.6	0.0	382.1
% Share of Total Area									46%
Partially 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%.

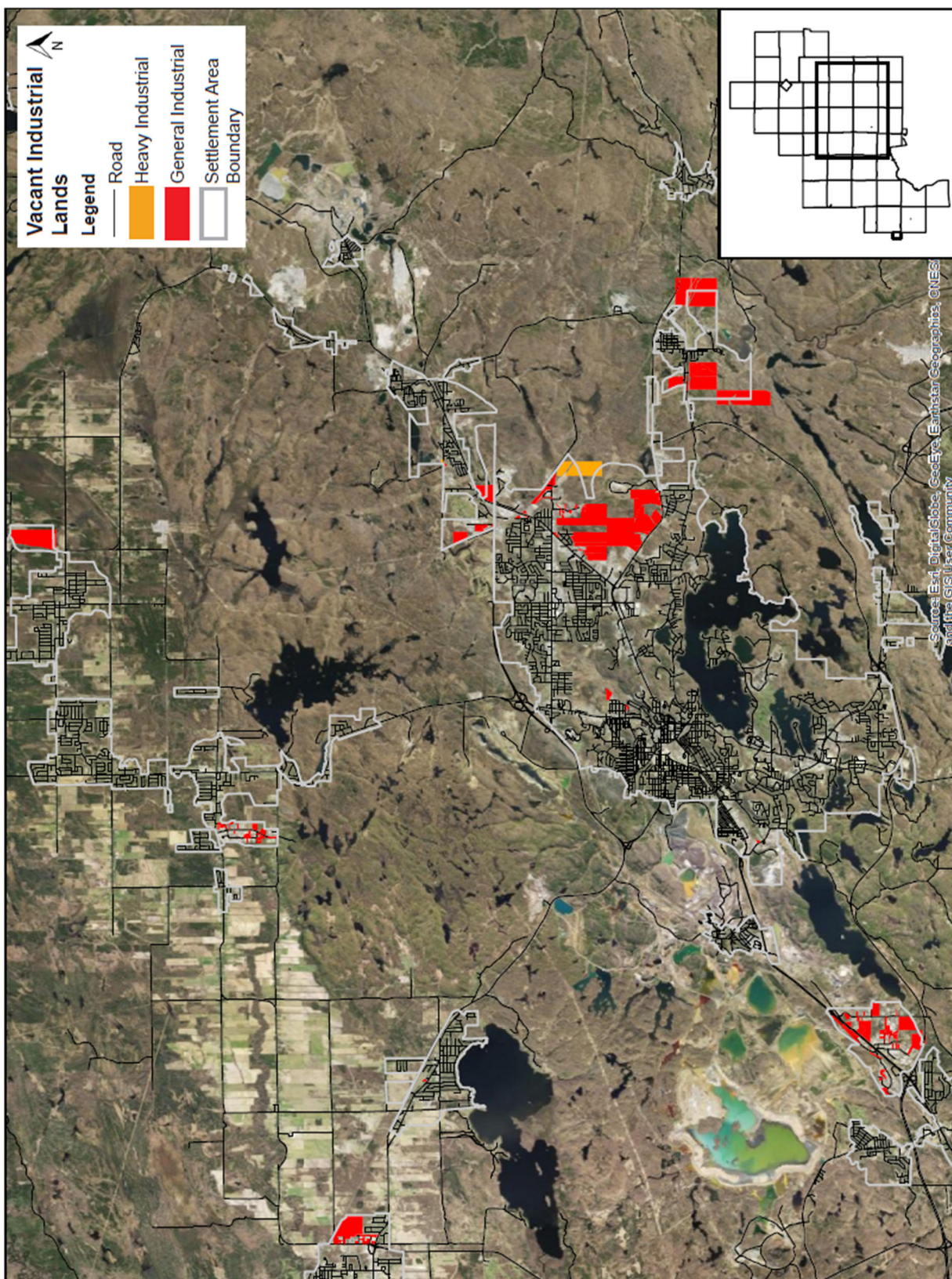
This analysis of industrial site coverage suggests that there is some capacity for expansion across the existing industrial stock to accommodate future industrial-type employment growth. However, while this enables expansion of existing businesses, it does not address land needs for new market entrants. 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.

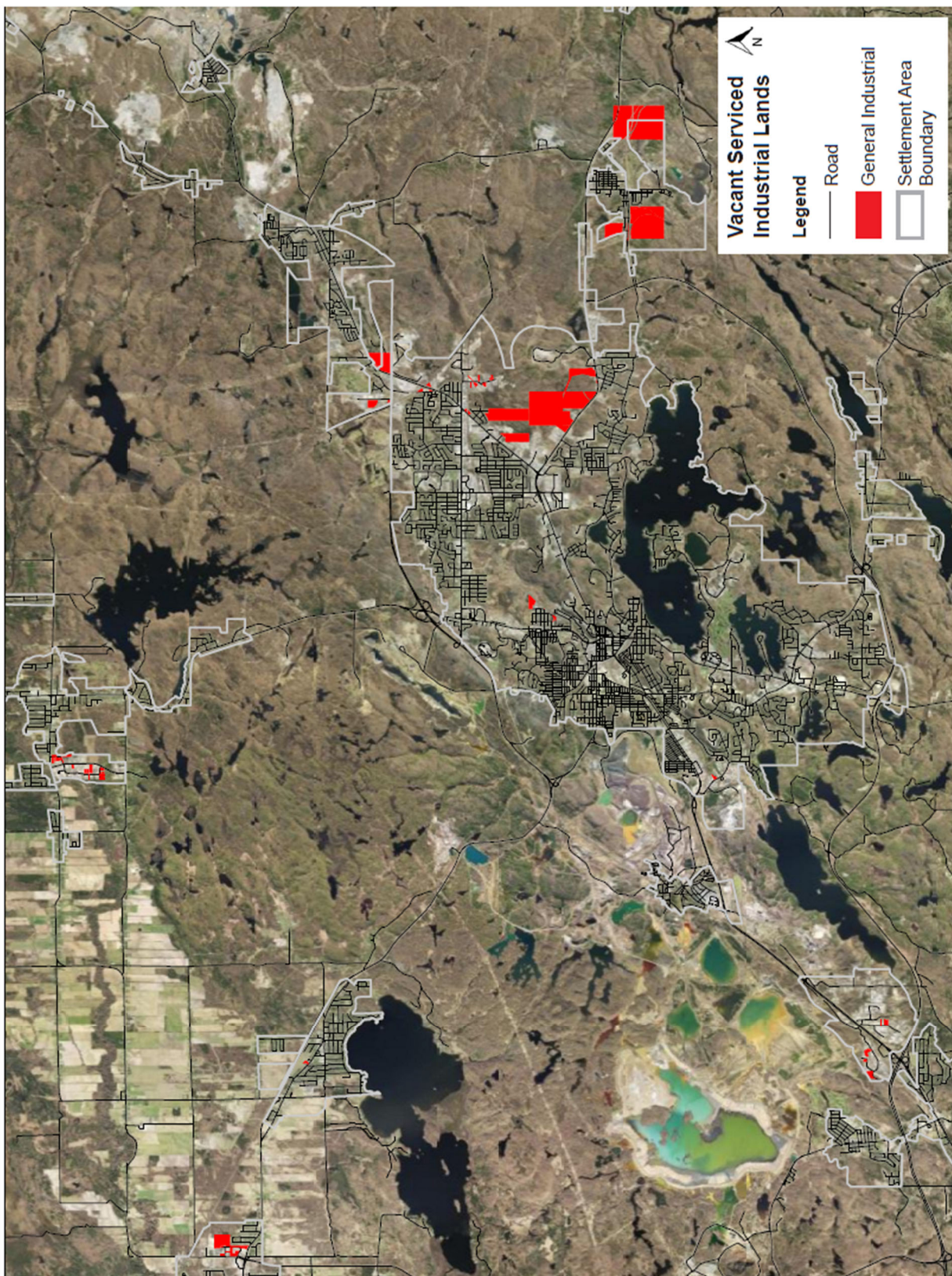
2.2.3 Vacant Industrial Lands Map

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.

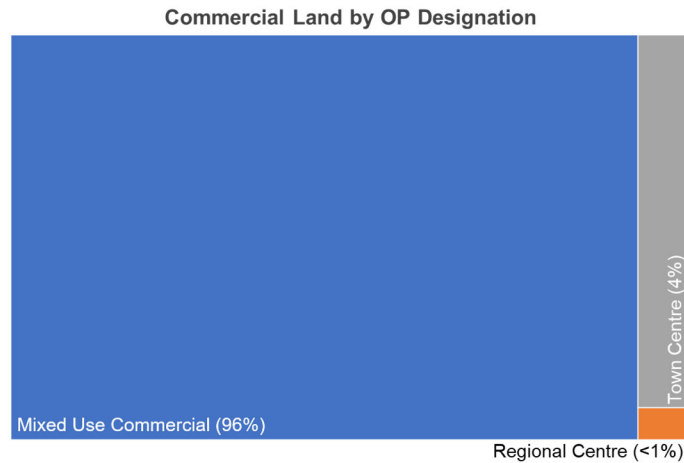
2.4 Commercial Land Supply

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 unserviced – 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		Unserviced		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



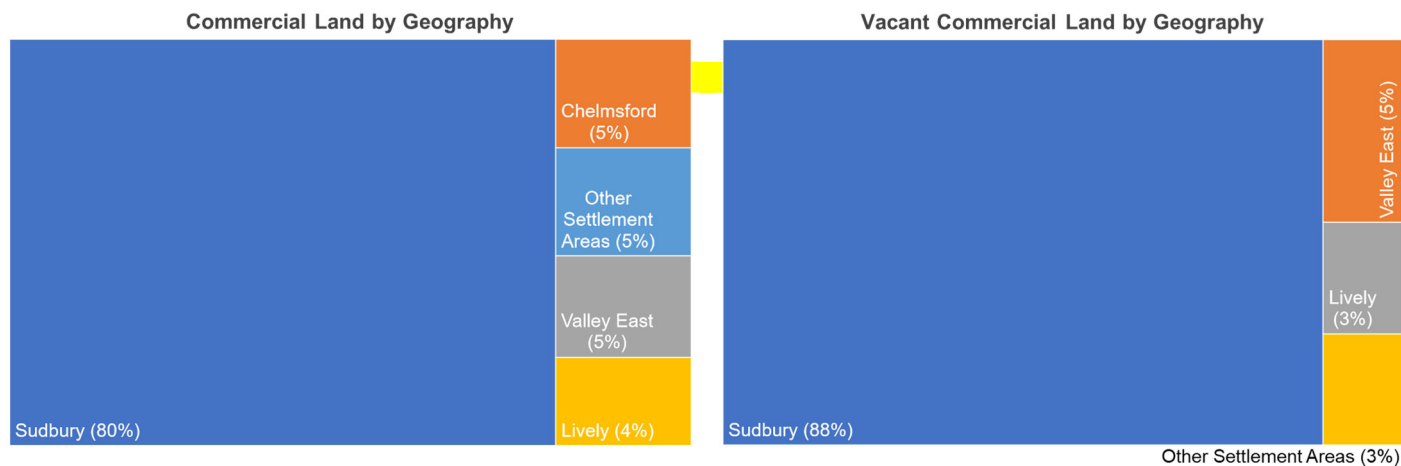
The exhibit below illustrates the location of occupied and vacant Commercially-designated lands across Greater Sudbury, by geographic area.

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

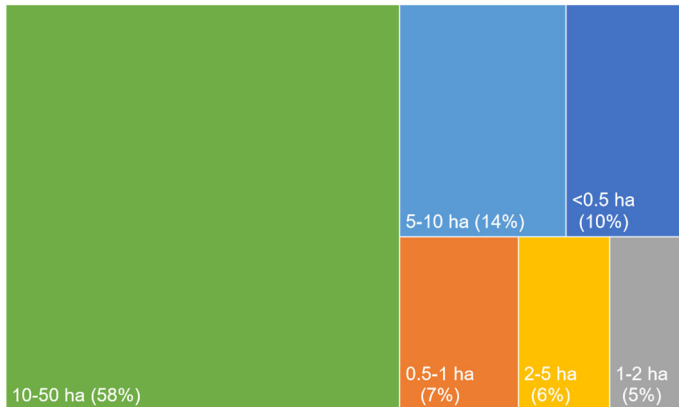


The exhibit below illustrates the distribution of vacant, serviced Commercial-designated lands by parcel size and Official Plan designation.

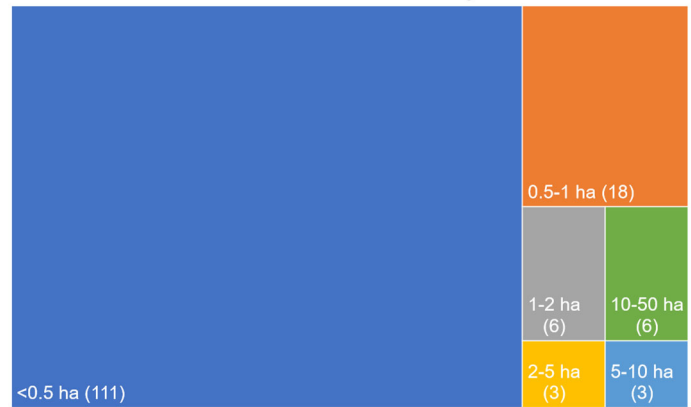
VACANT SERVICED COMMERCIAL LANDS BY PROPERTY SIZE AND OFFICIAL PLAN DESIGNATION								
	<0.5 ha	0.5-1 ha	1-2 ha	2-5 ha	5-10 ha	10-50 ha	>50 ha	TOTAL ha
Mixed Use Commercial								
# of Parcels	95	15	6	3	2	6	0	127
Total Area (ha)	15.4	10.5	8.3	9.7	14.4	97.9	0.0	156.2
% Share of Total Area								92%
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.

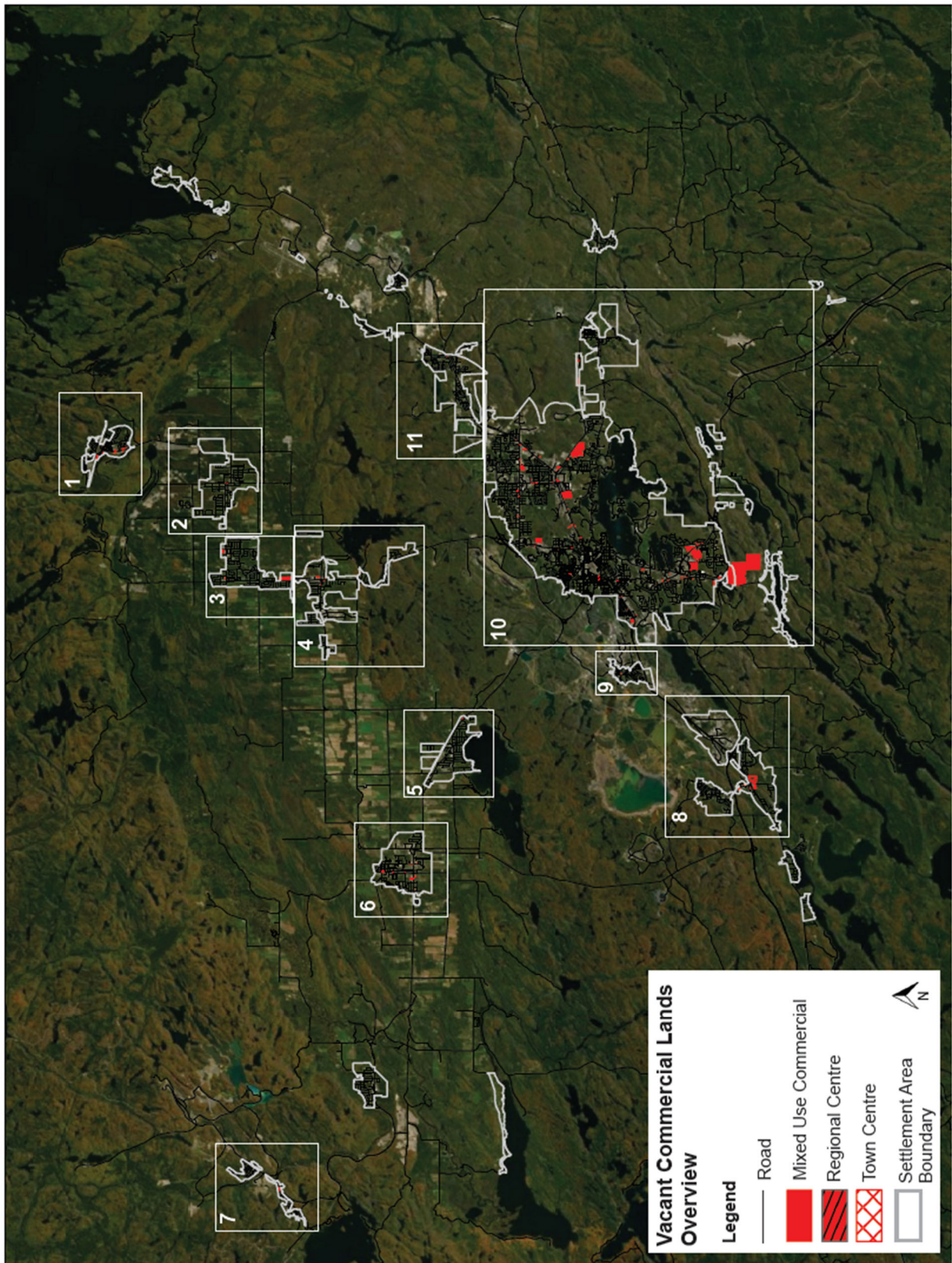
2.4.2 Conclusions

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.

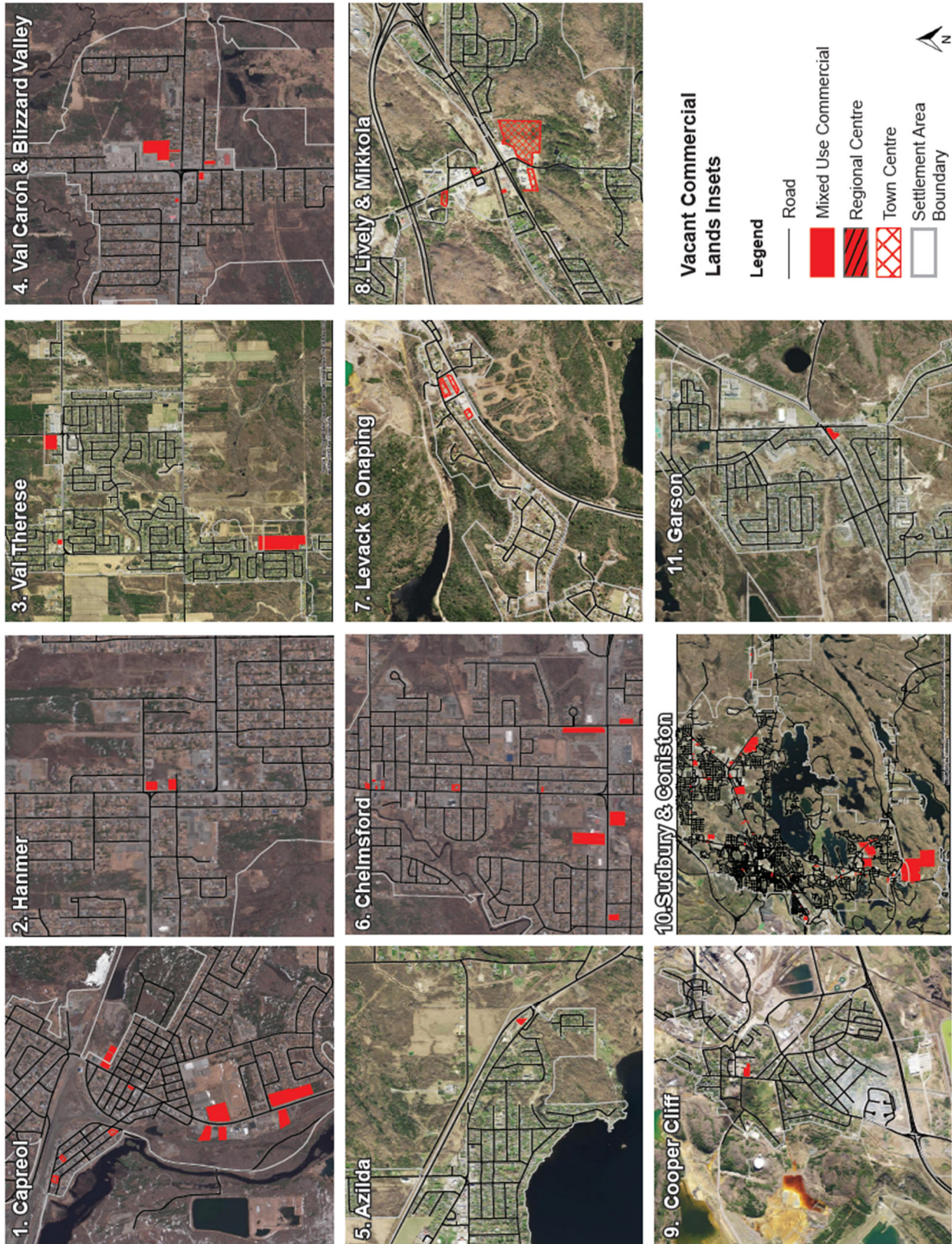
2.4.3 Vacant Commercial Lands Map – Overview

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).

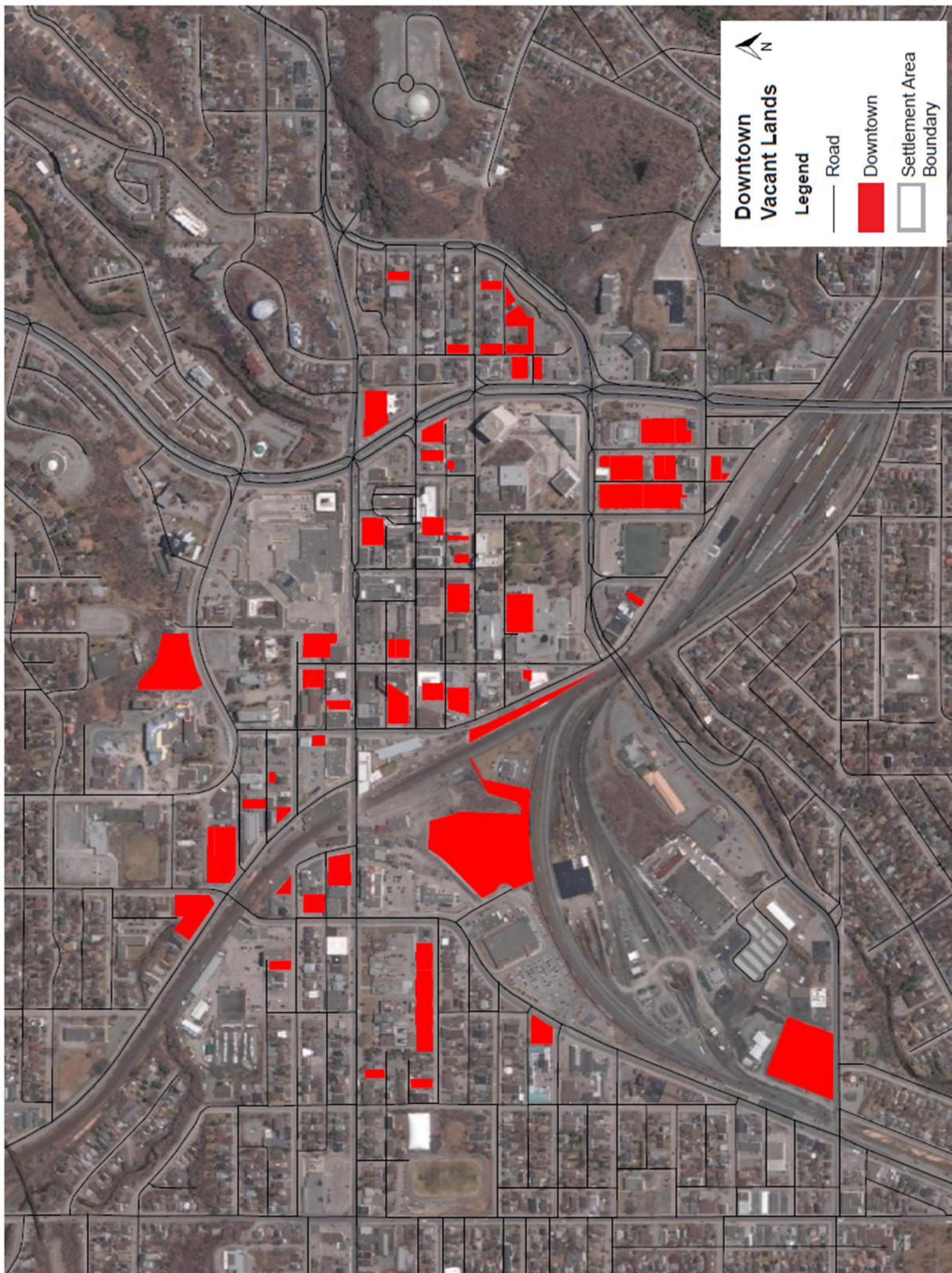
VACANT DOWNTOWN LANDS								
Official Plan Designation	Serviced		Partially-Serviced		Unserviced		TOTAL	
	# of sites	Area (ha)	# of sites	Area (ha)	# of sites	Area (ha)	# of sites	Area (ha)
Institutional	79	10.4	0	0.0	0	0.0	79	10.4
TOTAL	79	10.4	0	0.0	0	0.0	79	10.4

2.8.2 Conclusions

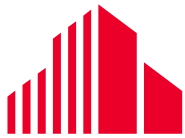
In general, the vacant Downtown lands are very small parcels – 70 of the 79 sites are less than one-quarter of a hectare. While there are certainly sites that have the potential for future development, parking needs will have to be addressed, and it may be necessary to assemble multiple parcels (occupied 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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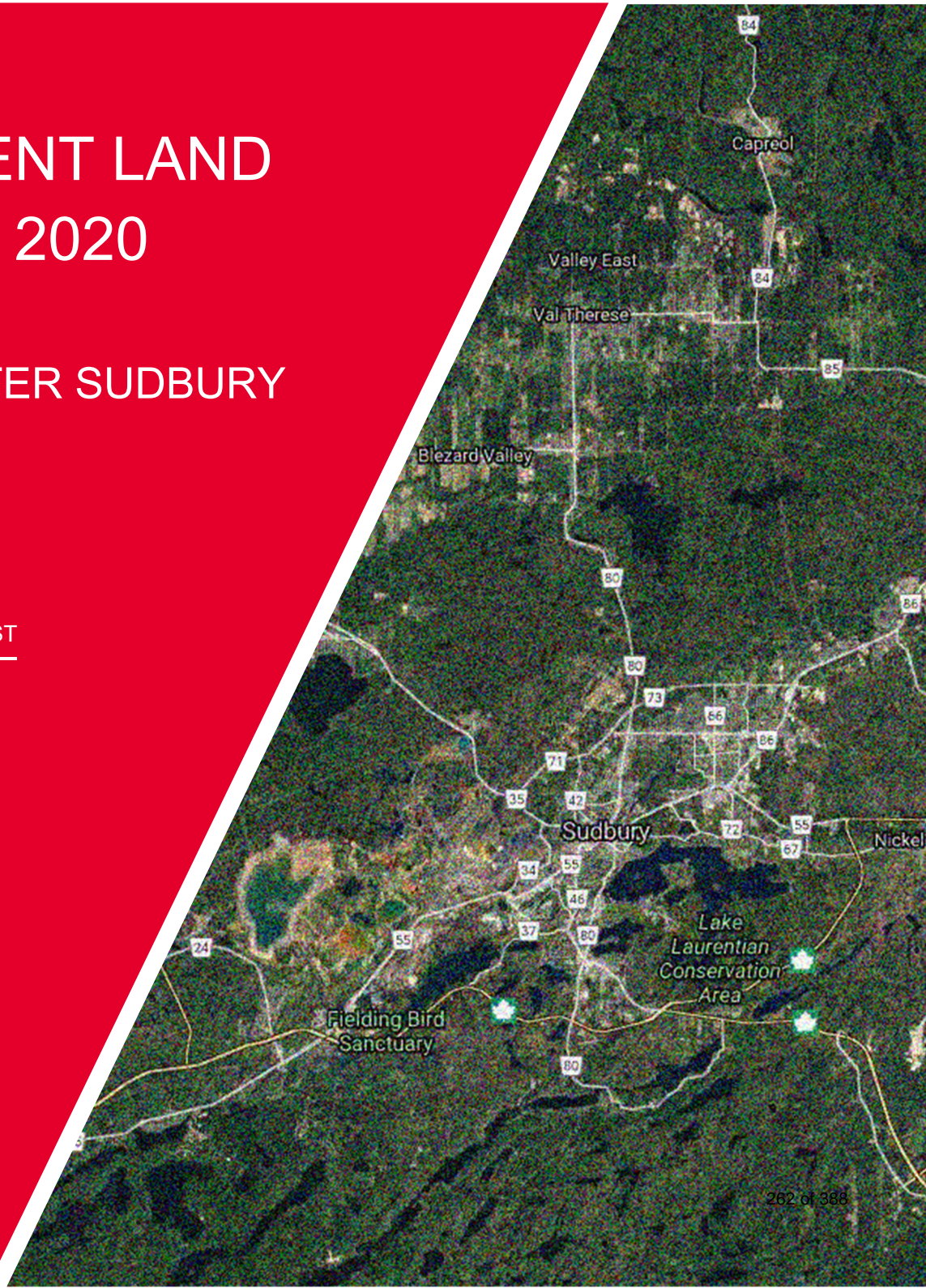
EMPLOYMENT LAND STRATEGY 2020

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):

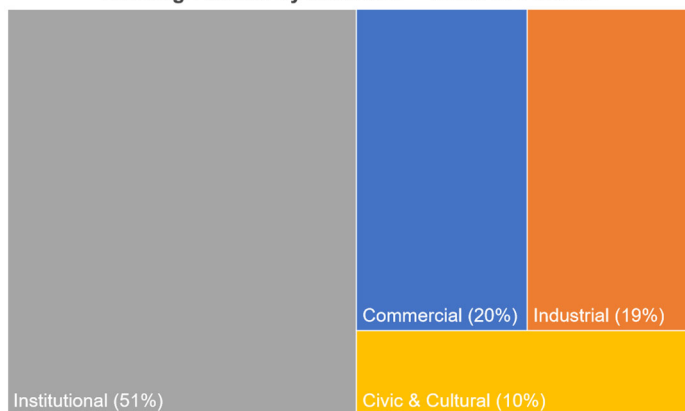
- Commercial – Restaurant, auto dealership, fast food, offices, hotels and motels, medical offices, banks/financial institutions, shopping centre/mall/plaza, service station, supermarket, etc.
- Industrial – Manufacturing, storage, industrial plant, industrial supplies, contractor's yards, etc.
- Institutional – 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:

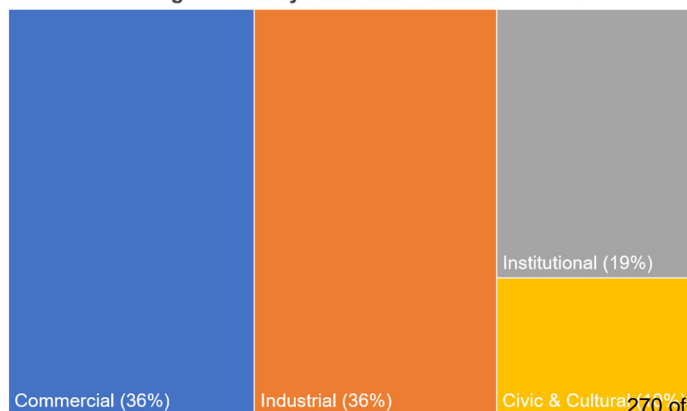
- New building permits (\$384 million) accounted for nearly one-half of the total permit value during the 2011-2020 period, but represented just one-third of total permits, by count of permit.
- Permits for additions to existing properties – reflecting reinvestment in the stock of non-residential buildings – 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%).

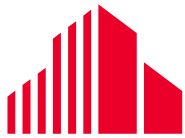
VALUE AND NUMBER OF PERMITS BY LAND USE								
Building Type	New Structure		Addition		Ancillary Structure		Total	
	Value (\$Millions)	#	Value (\$Millions)	#	Value (\$Millions)	#	Value (\$Millions)	#
Commercial	\$108.1	48	\$49.0	72	\$0.5	18	\$157.6	138
Industrial	\$89.8	57	\$55.7	63	\$3.9	16	\$149.4	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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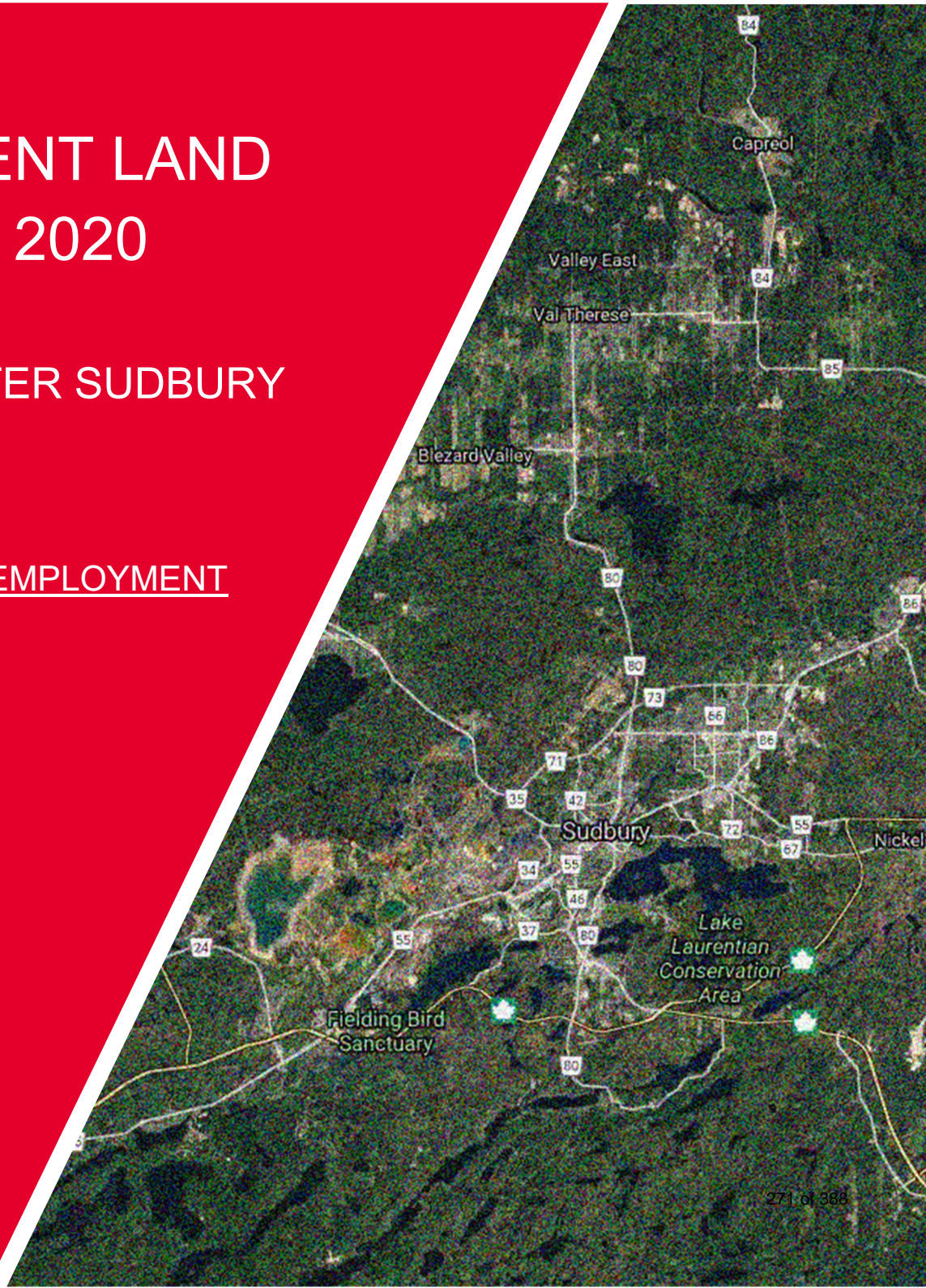


EMPLOYMENT LAND STRATEGY 2020

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 metroeconomics' 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

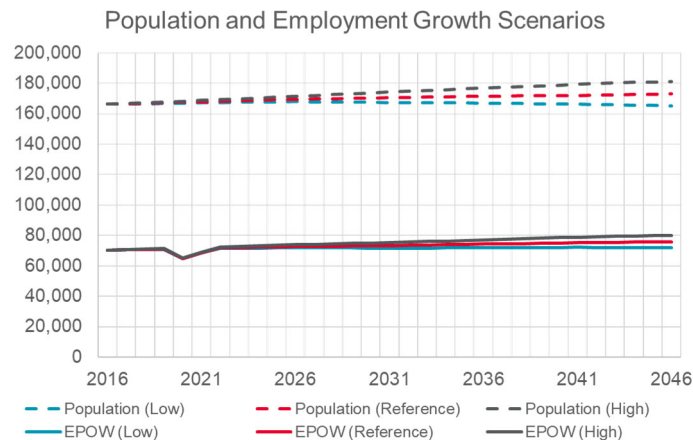
The City of Greater Sudbury had a population of 166,130 in 2016. Based on Hemson's projections, the city's population in 2046 may range from a low of 165,090 (Low Scenario), to a mid-range total of 172,990 (Reference Scenario), or even to a high of 181,290 (High Scenario), should economic conditions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

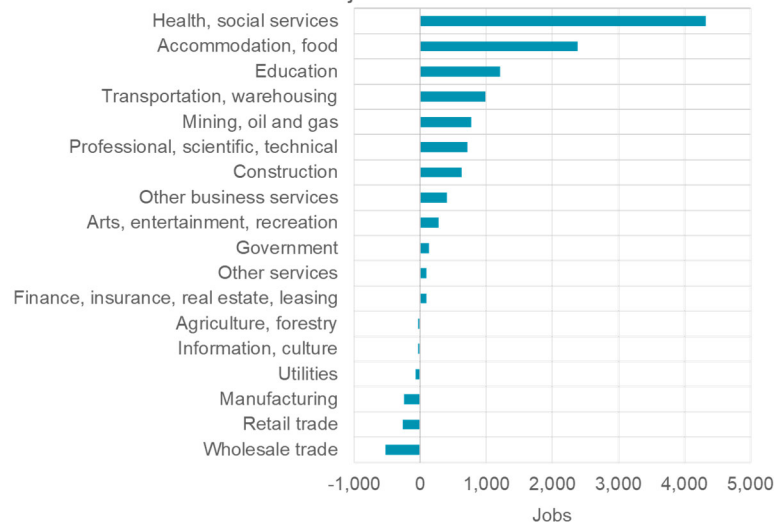
The following exhibits illustrate the population and employment by place of work (EPOW) projections for the three scenarios.

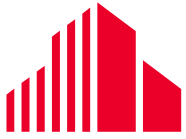


POPULATION AND EMPLOYMENT PROJECTIONS (2020-2046)			
Category	Change (2020-2046)		
	Reference Scenario	Low Scenario	High Scenario
Total Population (persons)	5,524	-1,840	13,088
All Industries EPOW (jobs)	10,876	7,145	14,702
Agriculture, forestry	-29	-50	-7
Mining, oil and gas	776	350	1,217
Utilities	-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





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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

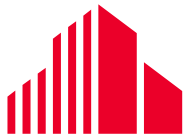
The Reference Scenario population and employment growth projections guide the Consultant Team's recommended employment land demand conclusions and recommendations. The Low and High Scenarios allow us to identify a broader range of land requirements that could occur, should growth lag or surpass the Reference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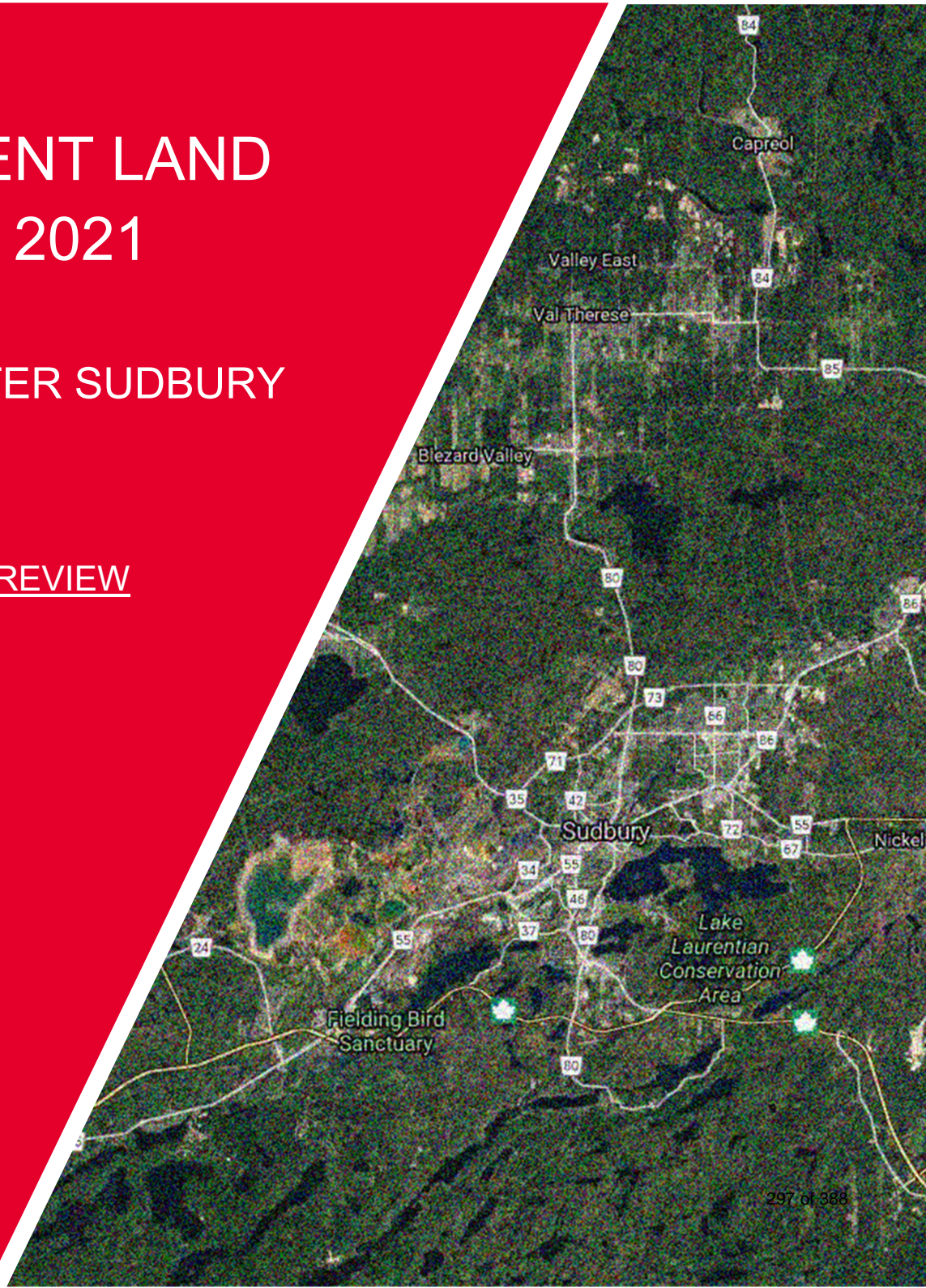


EMPLOYMENT LAND STRATEGY 2021

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

Proposed Designation By-Law - 162 Mackenzie

Presented To:	City Council
Presented:	Tuesday, Dec 15, 2020
Report Date	Monday, Nov 23, 2020
Type:	Correspondence for Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

The protection and conservation of cultural heritage resources provides economic, environmental and social benefits and is consistent with Council's strategic objectives of creating a healthier community and strengthening community vibrancy.

Report Summary

This report provides information related to the proposed By-law designating 162 Mackenzie as a property of Cultural Heritage Value and Interest, presented at the December 15 2020 meeting of Council.

Financial Implications

There are no financial implications associated with this report at this time.

Signed By

Report Prepared By

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Senior Planner
Digitally Signed Nov 23, 20

Manager Review

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Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
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162 Mackenzie Designation By-law
Planning Services Division
Report Date – November 23, 2020

Background

On August 12, 2020, Council directed Staff to “procure a Cultural Heritage Evaluation Report, prepared by a member of the Canadian Association of Heritage Professionals, of all sides of the exterior façade of the former Saint-Louis de Gonzague school at 162 MacKenzie Street, in accordance with the Ontario Heritage Act and Ontario Regulation 9/06 and report back to Council with findings and recommendations by the end of November 2020” (See Reference 1).

The Cultural Heritage Evaluation Report (CHER) was presented at the November 10, 2020 meeting of Council (See Reference 2). Council passed the following resolution:

“THAT the City of Greater Sudbury directs staff to issue Notice of Intent to Designate under the Ontario Heritage Act for 162 Mackenzie Street, Sudbury;

AND THAT the City of Greater Sudbury directs staff to work with the owner of 162 Mackenzie Street, further consult with the Municipal Heritage Advisory Panel and present a bylaw to designate the property at the Council meeting on December 15th, 2020 subject to any objections being received under the Ontario Heritage Act, as outlined in the report entitled “Cultural Heritage Evaluation -162 MacKenzie Street, Sudbury”, presented at the City Council meeting on November 10, 2020.”

Staff met with the owner of 162 Mackenzie on November 12, 2020 to provide him with an update on the Council resolution as well as on the next steps of the process.

Staff also convened a meeting of the Municipal Heritage Advisory Panel on November 12, 2020 to review the proposed Notice of Intent to Designate (NOID). The NOID was subsequently sent to the owner of the property, to the Ontario Heritage Trust, and published in the local newspaper on November 14, 2020, as required by the Ontario Heritage Act.

The Act provides for a 30-day objection period from the day the NOID is published in the newspaper. The 30-day objection period therefore concludes on December 14. As of the date of writing of this report, the City has not received an objection on the proposed designation. Should the City receive an objection, the matter shall be referred to the Conservation Review Board.

162 Mackenzie

Section 13.2 of the City’s Official Plan states that “the City, in cooperation with property owners, may designate individual property, by by-law under Part IV of the Ontario Heritage Act, individual buildings and structures as heritage properties.”

Staff contacted the owner regarding the potential designation of the building at 162 Mackenzie

Street prior to the presentation of the Cultural Heritage Evaluation Report. The owner indicated that, in the spirit of cooperation, they are open to working with the City towards a potential designation of the building and look forward to future mutually-beneficial discussions.

Staff reached out to the owner of the property immediately prior to and after the issuance of the NOID. The owner had questions about the NOID and how it could affect his projects going forward, the approved site plan for the retirement living development, the current rezoning application, and especially as it relates to accessibility, energy efficiency and parking.

Additionally, staff met with the Municipal Heritage Advisory Panel to discuss the proposed by-law. The Municipal Heritage Advisory Panel supports the proposed Designation By-law.

References

1. Council Resolution CC2020-214, passed on August 12, 2020
<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1474&itemid=rec>
2. “Cultural Heritage Evaluation Report – 162 Mackenzie”, report presented at the November 10, 2020 Council Meeting
<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=19&id=1479>

For Information Only

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

Presented To:	City Council
Presented:	Tuesday, Dec 15, 2020
Report Date	Thursday, Nov 19, 2020
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

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Report Prepared By

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Manager Review

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Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
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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, Dec 15, 2020
Report Date	Wednesday, Nov 25, 2020
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 Nov 27, 20

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.