

FINANCE AND ADMINISTRATION COMMITTEE AGENDA

Finance and Administration Committee Meeting **Tuesday, November 17, 2020** Tom Davies Square - Council Chamber / Electronic Participation

COUNCILLOR MIKE JAKUBO, CHAIR

Deb McIntosh, Vice-Chair

4:00 p.m. FINANCE AND ADMINISTRATION COMMITTEE MEETING COUNCIL CHAMBER / ELECTRONIC PARTICIPATION

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ROLL CALL

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

REGULAR AGENDA

PRESENTATIONS

- 1. CAO Quarterly Performance Update (ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)
 - Ed Archer, Chief Administrative Officer

(This presentation provides a quarterly update on the Chief Administrative Officer's performance.)

- 2. Report dated November 2, 2020 from the Chief Administrative Officer regarding 2019
 4 22
 Annual Report Greater Sudbury Development Corporation (GSDC).
 (ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)
 - Andree Lacroix, Chair, Greater Sudbury Development Corporation
 - Meredith Armstrong, Acting Director of Economic Development

(This presentation provides information regarding the Greater Sudbury Development Corporation 2019 Annual Report on the activities and investments of the Board.)

MANAGERS' REPORTS

R-1.	Report dated October 27, 2020 from the General Manager of Growth and Infrastructure regarding Economic Recovery Action Items. (RESOLUTION PREPARED)	23 - 31
	(This report provides a recommendation of land use policy options that the City could pursue to facilitate the economic recovery post COVID-19.)	
R-2.	Report dated November 3, 2020 from the General Manager of Growth and Infrastructure regarding Community Improvement Plans - 2020 Intake and Status Update. (RESOLUTION PREPARED)	32 - 68

(This report provides a recommendation regarding Community Improvement Plan applications and monetary requests to the budget process.)

MEMBERS' MOTION

CORRESPONDENCE FOR INFORMATION ONLY

I-1. Report dated October 29, 2020 from the General Manager of Corporate Services regarding Update on Pot Hole Claims. (FOR INFORMATION ONLY)

(This report provides information regarding pot hole claims, payments and reserves.)

ADDENDUM

CIVIC PETITIONS

QUESTION PERIOD

ADJOURNMENT



For Information Only

2019 Annual Report - Greater Sudbury Development Corporation (GSDC)

Presented To:	Finance and Administration Committee
Presented:	Tuesday, Nov 17, 2020
Report Date	Monday, Nov 02, 2020
Туре:	Presentations

Resolution

For Information Only

<u>Relationship to the Strategic Plan / Health Impact</u> <u>Assessment</u>

This is related to the City's objectives related to Economic Development.

Report Summary

The Greater Sudbury Development Corporation (GSDC) is presenting its 2019 Annual Report as an overview on its activities and investments for Council's information. This is being brought forward in alignment with the new Operating Agreement between the GSDC and the City and represents the Board's regular quarterly report to Council's Finance & Administration Committee.

Financial Implications

There are no financial implications associated with this report.

Signed By

Report Prepared By Meredith Armstrong Acting Director of Economic Development *Digitally Signed Nov 2, 20*

Financial Implications Steve Facey Manager of Financial Planning & Budgeting Digitally Signed Nov 2, 20

Recommended by the C.A.O. Ed Archer Chief Administrative Officer *Digitally Signed Nov 4, 20*

Greater Sudbury Development Corporation 2019 Annual Report Finance & Administration Committee Meeting Date: November 17, 2020 Report Date: October 19, 2020

Summary

The City of Greater Sudbury Community Development Corporation (CGSCDC, operating as the Greater Sudbury Development Corporation, or GSDC), is pleased to present their 2019 Annual Report to Council through its Finance & Administration Committee.

The GSDC Board received the 2019 Annual Report at their regular meeting on October 14, 2020, and is now bringing it forward for Council's information, in alignment with the new Operating Agreement executed in September between the GSDC and the City.

The 2019 Annual Report has been developed with the internal resources of Economic Development and Communications staff and is available in both French and English. This document highlights the work of the Board in advancing its mandate of economic development guidance and support. It also outlines funding approved by the Board in 2019 for projects within the Community Economic Development (C.E.D.) Fund and the Greater Sudbury Arts & Culture Grant Fund, both overseen by the GSDC Board.

Of particular interest are some key highlights:

- As outlined on the second page of the report, 2019 Community Economic Development (CED) funding in the amount of \$1,266,398 was granted to nine different community projects that presented potential for job growth and/or economic benefits to the community
- This funding of \$1.27 million helped to leverage an additional \$9,624,100 in project dollars from public and private sources. This means that every dollar of C.E.D. contributions invested resulted in an additional \$7.60 in project funding
- These are dollars contributed to the GSDC from the City of Greater Sudbury, through Council's approved budget process, and are generally provided conditionally to proponents based on confirmation of funding from other sources such as the Province, NOHFC or FedNor. While this chart indicates the approved total funding, the contributions are often disbursed over a number of years once a project has met specific milestones and demonstrated agreed-upon deliverables
- The GSDC Board also provides support in the form of sponsorships for innovative initiatives such as the Goodman Gold Challenge through the Goodman School of Mines, strategic planning training for Arts & Culture organizations and the Northern Game Design Challenge. These are also provided through agreements with proponents and help leverage other sponsorships for community efforts
- The results of the 2019 Greater Sudbury Arts & Culture Grant program are also included on page 10 of the report, which outlines a total of \$584,357 provided to 34 arts and culture organizations across the city

- This program is administered by the GSDC, which has approved nearly \$7.4 million in funding to over 100 local arts and culture organizations since 2005. This investment has led to the employment of more than 200 artists, the realization of dozens of festivals and an estimated overall return of \$7.85 for every one dollar spent, as based on 2018 statistics gathered through the program
- The report also provides information on several projects supported by the GSDC in 2019, including the Sudbury Catalyst Fund (approved by City Council and supported by FedNor and Nickel Basin Federal Development Corporation), the Downtown Business Incubator, Starter Company Plus, the Rural & Northern Immigration Pilot program, NORCAT surface facility, Northern Exports Program, the Municipal Accommodation Tax (MAT) program and others.

This document is posted on investsudbury.ca and available as a web-friendly format that can also be printed on demand in both languages.

The GSDC Board works closely with the City's Economic Development division to advance the priorities associated with business retention, development and attraction, economic capacity and investment readiness and community vibrancy, and the dollars invested demonstrate this commitment. The GSDC Board will continue to provide regular updates and consistent communication to Council with the support of staff and in line with the new Operating Agreement as noted.





As the Economic Development arm of the City of Greater Sudbury, the Greater Sudbury Development Corporation (GSDC) is a fitting navigator and acts as a key collaborator with the City to promote, encourage and foster community economic development in order to increase investment and job creation in the community.

The work of the GSDC and its Board extends beyond monetary outcomes. It focuses on quality of life, retention of talent in the north, business growth, and the support of arts and culture in our community. By definition, community economic development goals should seek to build on local strengths, mitigate inherent weaknesses, convey the desired outcomes of the strategic planning process and speak directly to the aspirations of the community. Objectives will define what is to be accomplished while the actions outline the steps to make this happen. These goals, objectives and actions each play a key role in outlining where our community needs to go, and they form the basis upon which we can measure our progress.

In order to navigate the road ahead, the Greater Sudbury Development Corporation set out on a path to foster economic growth and opportunities that are in line with From the Ground Up: A Community Economic Development Plan. The strategic plan builds on the collective strengths of the community by fostering alliances and partnerships between economic sectors, industries and institutions. It is a means to cultivate the growth and diversification of the local economy and to gauge and celebrate successes.

Based on the successes you'll see captured in the following pages, I am pleased to say that we're well on our way!

Andrée Lacroix Chair, Greater Sudbury Development Corporation

Additional GSDC Supported initiatives:

• MIPIM \$10,000
Northern Game Design
Challenge \$3,000
A&C Strategic Planning
Training Support \$10,000
Laurentian Mines and
Environmental Conference
Support\$5,000
• Goodman Gold Challenge \$2,500

2019 GSDC Investments \$1,266,398 - Total Funding Approved

Investments are made through the Community Economic Development Fund, which is provided to the Greater Sudbury Development Corporation by the City of Greater Sudbury as an annual grant.

Distributed	Project	Description
\$20,000	2019 Esso Cup National Women's U18 Hockey Tournament	Sudbury hosted the Esso Cup in 2019, the first time it has ever been held in Northern Ontario. The funding supported this major national hockey tournament which increased tourism to the city and provided an opportunity to showcase our community to a national audience.
\$80,000	Cultural Industries Ontario North (CION)	This funding is to continue efforts between CION and the City of Greater Sudbury to foster industry growth in the film and television sector, train local crews, create jobs, attract business, and promote best practices. (Year 2 of funding totaling \$240,00)
\$125,000	MineConnect (formerly SAMSSA)	The intent of this project is to support the transition of MineConnect from its current form into a fully developed, pan-Northern organization at the centre of our region's mining cluster. The goals are to expand and solidify membership and to develop specific programs that will benefit our mining supply and services companies, strengthening the cluster and sustaining jobs and economic activity in Greater Sudbury. (Year 2 of funding totaling \$245,000)
\$150,000	NORCAT Underground Facility	The GSDC provided funding to NORCAT to support the construction of a new \$3.98 million state of the art surface facility to support its underground testing and training operations in Onaping. (Year 1 of funding totaling \$300,000).
\$80,000	Major Events Development Officer	This position was established to attract major events and conventions to Greater Sudbury and plays a pivotal role in marketing the City as a top destination for large events.
\$500,000	Science North Signature IMAX with Dr. Jane Goodall	In 2018, Science North released its strategic plan for 2018-2023. The GSDC funding will be used to support the new strategic plan by supporting the production of Jane Goodall Reasons for Hope IMAX film that will help increase international awareness of Sudbury and its regreening efforts.
\$81,400	Rural and Northern Immigration Program Support	Funding was provided to administer the The Rural and Northern Immigration Pilot (RNIP), a new economic immigration pilot program aimed at fostering long-term retention. The pilot will use a new community-driven approach, empowering RNIP communities to identify immigrants most likely to economically prosper and develop roots in their community.
\$250,000	Employment Lands Strategy	This funding will be used to develop an employment land strategy to ensure that the City has an adequate supply of serviced employment land and incentive framework in place to stimulate investment, development and job creation.
\$60,000	Laurentian University Centre for Mine Waste Biotechnology	Funds were provided to Laurentian University to complete a feasibility study for a proposed Centre for Mine Waste Biotechnology. The long-term deliverables for the Centre include the development and implementation of green biotechnologies for the mining sector while attracting and retaining international expertise, exporting these technologies to the broader market, and enhancing competitiveness nationally and globally.

Investments are made through the Community Economic Development Fund, which is provided to the Greater Sudbury Development Corporation by the City of Greater Sudbury as an annual grant.

Sudbury Catalyst Fund

The Sudbury Catalyst Fund (SCF) is a unique venture capital fund administered by the Nickel Basin Federal Development Corporation in collaboration with the City of Greater Sudbury, FedNor, and NORCAT.

In 2017, the GSDC Board of Directors identified the creation of a new Greater Sudbury-based venture capital fund as one of its priorities and established a working group to achieve this priority. The GSDC has invested \$1 million towards its establishment which leveraged additional funding from the Nickel Basin Development Corporation for \$1 million and FedNor with a \$3.3 million investment bringing the total value to \$5.3 million.

Established with the goal to accelerate the growth of scalable tech start-ups, the SCF brings together a variety of partners and angel investors eager to build Northern Ontario's entrepreneurial ecosystem by investing in and supporting a diversified portfolio of high-growth companies.



Downtown Business Incubator

The City of Greater Sudbury, NORCAT, the Greater Sudbury Chamber of Commerce and the Regional Business Centre have developed a partnership to establish a Downtown Business Incubator. The goal of the Incubator is to create a hub of economic activity in Greater Sudbury through collaborative office space and programming that supports early stage, innovative, high growth potential business start-ups across a spectrum of sectors and industries. Funding applications, which leveraged \$210,493 secured from the GSDC Board in 2018, were submitted to provincial and federal funding agencies. Once all of the projected funding is in place, it is anticipated that the project will commence in late 2020.

Starter Company Plus

Through the Regional Business Centre, the Starter Company Plus program provides mentoring, training and the opportunity of a grant up to \$5,000 to start, grow or buy a small business. The program is partially funded through the GSDC.



195 applications to participate



2 intake sessions



60 participants



21 grants distributed totaling \$85,000

New retail stores and restaurants opened





Breweries

Mucho Burrito Freshii Afamia Mediterranean Cuisine Café Obscura Da Capo Café Zaher's Small Batch Starbucks at Plaza 69 Osmow's Authentic Mediterranean Restaurant The Shawarma Shop Wander Food and Bar Salty Dog Bagel 46 North Spacecraft



Wildflower WaterCrow Studio Quarks Shoes Highlife Cannabis Canna Cabana Saje Wellness Lululemon Coats Co. Nickel City Refillery Urban Barn Season's Pharmacy and Culinaria

A Welcoming and Open Community

Greater Sudbury selected for Rural and Northern Immigration Pilot Program

The City of Greater Sudbury was chosen as one of 11 communities to participate in the Rural and Northern Immigration Pilot Program (RNIP), through Immigration, Refugees, Citizenship Canada. This program works to address labour force shortages in Sudbury while encouraging immigration and population growth.

The GSDC has established the Community Selection Committee for this program, which includes 13 members of the community chosen through a public call-out and application process, as well as four Board members.

The GSDC has also supported this initiative with an investment of \$81,400 to administer the program and market Greater Sudbury to a national and international audience.

In addition, Greater Sudbury has been recognized nationally as a Welcoming Community for Francophone Newcomers, a designation that serves to enhance our community's efforts to attract and retain talent to the city.



A Highly Skilled and Creative Workforce

In 2019, NORCAT broke ground on expansion of the NORCAT Underground Centre. The expansion will enable NORCAT to respond to the forecasted demand of the global innovation ecosystem and demonstrates NORCAT's commitment to continuing their position as the world's "one-stop shop" for all that is the future of mining technology and innovation.

To leverage the \$300,000 funding provided by the GSDC, NORCAT secured both federal and provincial funding for the surface facilities expansion of their test mine.

A Quality of Place and Lifestyle that is Second to None

Greater Sudbury showcased at Marché international des professionnels de l'immobilier (MIPIM)

The City of Greater Sudbury continued to build on its strong international reputation as a leading destination for development and investment at the Marché international des professionnels de l'immobilier (MIPIM) conference in Cannes, France, in March 2019.

Greater Sudbury was awarded the EDAC 2018 MIPIM Award for The Junction, its outstanding real estate investment opportunity. The award was given based on the downtown revitalization and private sector investment opportunities of the project.

This was an opportunity to promote The Junction to potential investors and hoteliers, as well as showcase the wide range of developer and investor opportunities in Greater Sudbury.

MIPIM, the world's leading real estate event, gathers the most influential players from all sectors of the international property industry for four days of networking and learning through events, conferences and exhibition areas. The event hosts 26,000 participants and more than 360 speakers from 100 countries. Participation in the conference was supported by a \$10,000 investment from the GSDC.



The Global Leader in Mining Supply and Services Industry

Supporting Sudbury as a Global Leader in Remediation and Mining

Greater Sudbury has become the epicentre for environmental remediation and sustainable mining practices across the globe. In 2019, the City welcomed 11 delegations from as far east as Russia and as far south as Chile. Delegations came to learn about our regreening efforts, the best practices of our mining companies and the innovative technologies of our supply and services sector. These tours are made possible through partnerships with MineConnect (formerly SAMSSA), NORCAT and the Northern Ontario Exports Program.



Northern Ontario Export Program Leverages GSDC Funding and Supports Local Business

The Northern Ontario Exports Program (NOE), an initiative that first began in 2011, once again received funding from the GSDC to support Phase 4 of its program. NOE is supported by FedNor, Northern Ontario Heritage Fund Corporation (NOHFC), and Ontario's North Economic Development Corporation (ONEDC) and has a total phase 4 budget of \$3,737,500. GSDC supported Phase 4 of NOE with funding of \$7,000 a year, over a three-year period, totaling \$21,000.

Across the North, the program has assisted 119 companies through Strategic Export Marketing Program (SEMP) and SEMP Plus with companies reporting operational investments of \$50 million and more than 475 jobs created. The Export Marketing Assistance Program (EMA) program has allocated more than \$2.1 million towards assisting 142 companies in export marketing and sales initiatives, in turn leveraging up-front company spending of more than \$5.6 million over the last nine years.





Since its inception in 2011 the Northern Ontario Exports Program has made a significant contribution to the economy by supporting Sudbury area companies:

42 companies through the Strategic 'One-on-One' Export Marketing Program (SEMP)

10 companies through the SEMP Plus program

72 companies through the Export Marketing Assistance (EMA) Program **8** companies through the Customized Sales Training

(CST) program



Place des Arts Begins Construction

Construction of the \$30 million Place des Arts began in 2019. With 40,000 square feet of floor space, the arts centre will house a concert hall with nearly 300 seats, a 120-seat multifunctional studio, a contemporary art gallery, a bistro with a sidewalk terrace in the summer, a gift boutique/bookstore, an early childhood arts centre with a playground, and nearly 10,000 square feet of office and collaborative work space.

The GSDC Board has supported the efforts of Place des Arts and its member organizations since the earliest days of the collaborative project when the groups first approached the Board in 2011. In 2016 and 2017, the GSDC provided over \$100,000 in funding for various components of the project, which will result in a francophone arts and cultural hub for downtown Sudbury.



A Nationally Recognized Centre of Artistic Excellence, Vibrancy and Creativity

In 2018, funding from the Arts and Culture Operating Grant Program supported the community by assisting in generating revenue and job creation. Total economic impact includes:



Based on 2018 Operating Grant statistics submitted by grant recipients to CADAC (Canadian Arts Data / Données sur les arts au Canada) and year-end reports submitted by City of Greater Sudbury Arts & Culture Grant Program recipients.

Established in 2005, the City of Greater Sudbury's Arts and Culture Grant Program stimulates the growth and development of this important economic sector, increases its potential to attract and retain a talented and creative workforce and is an investment in the quality of life for all residents.

The program is administered by the GSDC which has approved nearly \$7.4 million in funding to over 100 local arts and culture organizations since 2005. This investment has led to the employment of more than 200 artists, the realization of dozens of festivals and an estimated overall return of \$7.85 for every \$1 spent.

Arts and Culture Grants

Operating		Project	
Carrefour francophone de Sudbury	\$55,000	Branch Collective	\$3,000
Centre franco-ontarien de folklore	\$10,500	Downtown Sudbury Art Crawl	\$2,999
Cinéfest Sudbury	\$52,500	Fierté Sudbury Pride	\$2,999
Cultural Industries Ontario North	\$10,000	India Canada Association	\$2,900
Éditions Prise de parole	\$36,970	La Bibitte	\$1,500
Galerie du Nouvel-Ontario	\$45,200	Nickel City Wind Ensemble	\$1,000
Jazz Sudbury	\$39,500	No Strings Attached Community Band	\$1,000
Le Salon du livre du Grand Sudbury	\$36,500	Northern Initiative for Social Action	\$2,999
Le Théâtre du Nouvel-Ontario	\$52,500	Northern Ontario Railroad Museum & Heritage Centre	\$5,000
Les Concerts La Nuit sur l'étang	\$14,000	N'Swakamok Native Friendship Centre	\$5,000
Myths and Mirrors Community Arts	\$23,500	Odd Hawks	\$2,000
Northern Lights Festival Boréal	\$42,500	Pat the Dog Playwright Development Centre	\$17,250
Sudbury Symphony Orchestra	\$27,000	Rayside Balfour Whitewater Brush Art and Palette Club	\$1,500
Sudbury Theatre Centre	\$35,000	ReThink Green (Greater Sudbury Environmental Network) Earth Fest	\$1,000
Youth Entertaining Sudbury Theatre	\$22,500	Sudbury Downtown Independent Cinema Co-operative	\$4,540
Total	\$503,170	Sudbury Performance Group	\$2,500
		We Live Up Here (Up Here)	\$15,000
		Wordstock	\$5,000
		Young Sudbury Singers	\$4,000
		Total	\$81,187







\$81,187 total value of grants in support of project-based arts activities



total value of grants provided for operational support to local arts organizations



total grants provided for operational support to local arts organizations

Tourism Development Fund

The Tourism Development Fund (TDF) was established by the GSDC for the purposes of promoting and growing the tourism industry in Greater Sudbury. The TDF directs funds for tourism marketing and product development opportunities and is managed by the GSDC's Tourism Development Committee. The TDF is supported by the revenue generated by the municipal accommodation tax collected annually by the City of Greater Sudbury since 2018. The Tourism Development Committee, a sub-committee of the GSDC Board, is comprised of Board members and tourism leaders in our community.

Municipal Accommodation Tax

The Municipal Accommodation Tax (MAT) was implemented in September 2018. The 4% fee is applied to accommodation of less than 30 consecutive days such as hotels, motels, Airbnbs and other lodging options.

2019 MAT dollars collected and distributed



\$2,222,498 total MAT dollars collected by the City of Greater Sudbury



\$1,066,790 total allocated to GSDC to be used to promote and grow the tourism sector



\$1,066,790 total allocated to the City of Greater Sudbury to be used in accordance with Council directions

Major Events Hosted

- ESSO Cup National Female Midget Hockey Championship (April)
- FONOM Federation of Northern Ontario Municipalities Conference (May)
- Great Waterfront Trail Adventure (August)
- AFMO Association française des municipalités de l'Ontario (September)
- NEORA Northeastern Ontario Recreation Association (September)
- OFSAA Cross Country Running (November)

Sudbury to Host TMAC

The City of Greater Sudbury was named host for the Travel Media Association of Canada (TMAC) Conference in June 2020 (due to COVID-19, this conference was put on hold). Members of TMAC from across Canada attend the annual conference, which features educational workshops, networking sessions and site tours

Leader in Health and Life Sciences

Centre for Mine Waste Biotechnology to Conduct Feasibility Study

The Centre for Mine Waste Biotechnology would aim to strengthen mine waste remediation technology innovation by connecting the post-secondary research community with the mining and service sectors. This facility would be the first bench-to-pilot research facility focused on biotechnology development for mine wastes in Ontario and one of two similar facilities focused on industrial waste technologies in Canada.

The goals of the Centre for Mine Waste Biotechnology include the development and implementation of green biotechnologies for the mining sector while attracting and retaining international expertise, exporting these technologies to the broader market, and enhancing competitiveness nationally and globally.

The GSDC supported the feasibility study for this project in 2019 with funding of \$60,000.



The Greater Sudbury Development Corporation

The Greater Sudbury Development Corporation (GSDC) is the economic development arm of the City of Greater Sudbury. Consisting of an 18-member board of directors and supported by City staff, the GSDC acts as a catalyst for economic development initiatives and supports the attraction, development and retention of business in the community.

2019 GSDC Board of Directors

GSDC Board Chair Andrée Lacroix Partner, Lacroix Lawyers/Avocats

1st Vice Chair Peter Nykilchuk

General Manager, Hampton Inn by Hilton and Homewood Suites by Hilton

2nd Vice Chair Iyo Grenon Senior Communications Specialist, Glencore.

GSDC Board Members

Brent Battistelli President, Battistelli Independent Grocer

Brian Vaillancourt Vice President of Business Development, College Boréal

Bill Leduc Ward 11 Municipal Councillor, City of Greater Sudbury

Brian Bigger Mayor, City of Greater Sudbury

Daran Moxam Portfolio Manager Director, Wealth Management, Scotia Wealth Management

David Paquette President, Paquette Management Services

Erin Danyliw Co-Owner, Copy Copy

Gerry Montpellier Ward 3 Municipal Councillor, City of Greater Sudbury

Jeff Portelance (joined June 2019) Director, Business Development at Timberland Equipment Limited Joanne Gervais Directrice générale, ACFO du grand Sudbury

Lisa Demmer (Joined June 2019) Marketing Specialist

Mark Signoretti Ward 1 Municipal Councillor, City of Greater Sudbury

Mike Ladyk Partner, 3rdLine Studios

Board Members with terms ending in 2019

Pierre Zundel Interim President, Laurentian University

Karen Hourtovenko Motivational Coach, Lifezone Inc.

Wendy Watson Director of Communications, Greater Sudbury Utilities

Mission

The GSDC embraces a critical team leadership role as it navigates the challenges of economic development. The GSDC works with community stakeholders to cultivate entrepreneurship, build on local strengths, and stimulate the continuous development of a dynamic and healthy city.

Vision

From the Ground Up (FTGU) 2015-2025 Strategic Plan

The GSDC supports the FTGU overarching vision of attracting the people, services, enterprises and investments needed to generate 10,000 net new jobs by 2025 and achieving an unmatched quality of place lifestyle and economic prosperity.

GSDC Priorities 2019

- Establish Seed Capital Investment Fund
- Strengthen and promote Local Mining Cluster
- Create Downtown Business Incubator
- Continue development of Indigenous Economic Development Partnerships
- Develop strategy for workforce planning
- Support development of the Convention and Performance Centre



The Greater Sudbury Development Corporation (GSDC) is the economic development arm of the City of Greater Sudbury. Consisting of an 18-member board of directors and supported by City staff, the GSDC acts as a catalyst for economic development initiatives and supports the attraction, development and retention of business in the community.



Request for Decision

Economic Recovery Action Items

Presented To:	Finance and Administration Committee	
Presented:	Tuesday, Nov 17, 2020	
Report Date	Tuesday, Oct 27, 2020	
Туре:	Managers' Reports	

Resolution

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

Relationship to the Strategic Plan / Health Impact Assessment

This report outlines land use policy options that the City could pursue to facilitate an economic recovery post Covid-19. Specifically, this report supports Sections 2.1 "Build Economic Development Initiatives to Support Existing Businesses, Attract New Businesses and Promote Entrepreneurship "Strengthen Business and Development Processes and Services to Support Business Growth".

Report Summary

This report builds on the findings of a literature review, presented as part of the "Strengthening Development Approval Services Update" report to Finance and Administration Committee on September 15, on impacts of Covid-19 on municipalities and outlines ongoing work and future options that

Signed By

Report Prepared By

Kris Longston Manager of Community and Strategic Planning Digitally Signed Oct 27, 20

Division Review Alex Singbush Manager of Development Approvals *Digitally Signed Oct 27, 20*

Financial Implications Steve Facey Manager of Financial Planning & Budgeting Digitally Signed Oct 30, 20

Recommended by the Department Tony Cecutti General Manager of Growth and Infrastructure Digitally Signed Oct 30, 20

Recommended by the C.A.O. Ed Archer Chief Administrative Officer Digitally Signed Nov 2, 20

the City of Greater Sudbury could undertake to facilitate an economic recovery.

Financial Implications

There are no financial implications at this time.

Staff Report: Economic Recovery Action Items October 13, 2020 Planning Services Division

BACKGROUND

Staff recently completed a literature review of the land use planning issues affected by the COVID-19 pandemic and some potential responses that municipalities could undertake to address these issues and help facilitate the economic recovery. The findings of this literature review were presented as part of the "Strengthening Development Approval Services Update" report to Finance and Administration Committee on September 15 and were summarized as:

- Impacts of Working From Home
- Opportunities to Align Capital Projects with Long Term Resiliency
- The Need for Flexible and Adaptable Regulatory Frameworks
- Small and Medium Sized Businesses Will Need Assistance
- Food Security
- The Essence of Cities will be Tested

The September 15th report indicated that a further report on potential policy action items to address the above issues would be forthcoming.

POTENTIAL ACTION ITEMS

Anticipating some of the issues and challenges highlighted in the above literature review, there are some proactive actions that the City could take to mitigate these challenges and facilitate the recovery from a land use planning perspective. Examples of these actions would include a review of current zoning regulations to facilitate working from home, ecommerce and mixed use neighbourhoods. The attached table identifies the potential action, the rationale, whether this would be a new initiative or one that is currently underway and whether or not it would represent a service level increase.

CONCLUSION

This report highlights the findings of a literature review on actions that municipalities could take from land use planning policy perspective to help mitigate the impacts of the COVID-19 pandemic and facilitate an economic recovery. The report recommends that staff be directed to include these initiatives in the 2021 work plan.

REFERENCES

 Strengthening Development Approval Services Update – September 2019 Finance and Administration Committee: <u>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id</u> <u>=1514&itemid=18184</u>

Action Item	Rationale	Status	Service Level Change	Recommended Action
Review of Industrial and Commercial Zones and definitions including accessory uses.	Consolidating and simplifying land use definitions and the number of zones could facilitate the establishment and relocation of businesses	Employment land zoning is currently being examined as part of the Employment Land Strategy that is underway. The final report and recommendations are scheduled for completion in early Q2 of 2021.	No	Incorporate recommendations from Employment Lands Strategy into 2021 Work Plan. This would include a review of the current Industrial and Commercial Zones
Review Commercial Parking Standards	A review of Commercial Parking Standards was identified as an action item from the Lasalle Corridor Study as a means to facilitate redevelopment along the corridor and particularly for shopping centre developments in the C5 Zone.	Parking Study was completed and presented to Planning Committee with recommendation in February. Direction was given for staff to prepare a draft by-law for Council's consideration by the end of Q3, 2020.	Νο	Initiate Zoning By-law amendment process pending Council direction.

Review of Zoning By- law Regulations to facilitate working from home and Ecommerce	Covid-19 has resulted in a shift in work and retail patterns with more people working from home and shopping online.	Not part of current work plan.	No	Include as part of 2021 Work Plan.
Facilitate the establishment of brew pubs	The Zoning By-law does not currently facilitate the establishment of brew pubs, which are a mix of commercial and industrial uses.	Staff presented a report on options to amend the Zoning By-law to facilitate the establishment of brewpubs in June. A public hearing on the Zoning By-law amendment is scheduled for August.	No	Underway.
Facilitate the establishment of additional residential uses in commercial zones, including retirement homes and long term care facilities.	Adding additional high density residential permissions in Commercial Zones could facilitate the redevelopment of these properties as well as provide more housing opportunities in proximity to transit.	Multi Residential, Retirement Homes and Long Term Care facilities in the C5 Zone is currently being addressed through a report to Planning Committee on September 21.	Νο	Underway.

Implement nodes and corridors strategy City wide.	Building on the recommendations of the Lasalle Corridor Study the OP designations and zoning are being changed to facilitate the intensification and redevelopment of these areas.	Completing the implementation of the Lasalle Corridor Study is included in the 2020 workplan. Expanding the nodes and corridors study City wide is the Subject of Planning Committee Resolution PL2020-41 and will be considered through a business case in the 2021 budget process.	Yes	Include as part of 2021 Work Plan pending Council direction as part of the 2021 budget process.
Review existing CIPs, to potentially refocus programs to other priorities (e.g. accessibility, energy efficiency, succession planning, etc.) Develop new CIPs to focus on industrial development and job creation.	Covid-19 may cause permanent changes that impact small businesses. Some of these issues could potentially be addressed through CIP programs. Council expressed an interest in an Industrial CIP during the development charge by-law process.	A framework for an Industrial CIP is being explored through the Industrial Land Strategy that is underway. CGS Strategic Plan calls for development of new CIP and associated incentive framework to stimulate investment, development, and job creation. Reviewing the existing CIP programs is not part of the current work plan.	Yes	Pending findings and recommendations of the Employment Land Strategy, Include development of new city-wide employment CIP along with a review and potential refocus of CIP programs in the 2021 Work Plan.

Review Zoning Regulations for Rural Zones to allow more flexibility for home occupations and local food production.	In light of certain homebased business trends emerging from Covid-19	Not part of current work plan.	No	Include a review of rural zoning regulations in the 2021 Work Plan.
Review C1 zoning for opportunities to facilitate walkable communities.	With a shift to working from home and more home based businesses, the C1 (neighbourhood commercial) should be reviewed to ensure that it is aligned with emerging trends.	Not part of current work plan.	No	Include a review of C1 zoning regulations in the 2021 Work Plan.
Review Rural and Agricultural Zones to facilitate local food production and home businesses.	Covid-19 has highlighted the importance of local food production and a shift towards working from home. A review of the Rural and Agricultural zones would identify opportunities to facilitate these changes.	Not part of current work plan.	No	Include a review of Rural and Agricultural zoning regulations in the 2021 Work Plan.

Implement Recommendations of Small and Tiny Home Policy Evaluation	Staff are currently reviewing policies related to small and tiny homes. Implementing the recommendations of the review could facilitate the creation of affordable housing options.	Staff are scheduled to present the findings of the review in Q4 of 2020. Pending Council direction, staff could begin to implement recommendations in 2021.	No	Include the implementation of Small and Tiny Home recommendations in the 2021 Work Plan pending Council direction.
Residential Parking Review	Staff are currently reviewing policies and regulations related to residential parking standards. Implementing the recommendations may help facilitate the creation of additional dwelling units.	Staff are scheduled to present the findings of the review in Q4 of 2020. Pending Council direction, staff could begin to implement recommendations in 2021.	Νο	Pending Council direction, Include the implementation of Residential Parking Review recommendations in the 2021 Work Plan.
Review of options for expediting planning approvals.	There may be opportunities to expedite planning act approvals through some process changes.	Not part of current work plan.	Yes	Include a review of options for expediting planning approvals in the 2021 Work Plan.

Explore expansion of City-owned industrial lands.	An inventory of investment-ready (zoned and serviced with water, sewer, power, natural gas, and broadband) employment land is vital for responding to investment opportunities. The Valley East Industrial Park (only City-owned industrial park) is nearly sold out. Once this occurs, the City will now longer have any City-owned industrial land to market to prospective investors.	Employment Lands Strategy is currently underway and it will review and make recommendations related to City owned industrial lands. The final report and recommendations are scheduled for completion in early Q2 of 2021.	Yes	Pending the findings and recommendations of the Employment Lands Strategy, direct staff to review and prepare options for expansion of City- owned industrial lands in 2021 Work Plan.
	market to prospective			



Request for Decision

Community Improvement Plans - 2020 Intake and Status Update

Presented To:	Finance and Administration Committee
Presented:	Tuesday, Nov 17, 2020
Report Date	Tuesday, Nov 03, 2020
Туре:	Managers' Reports

Resolution

Resolution 1:

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

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

Resolution 2:

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

Resolution 3:

THAT the City of Greater Sudbury rescinds all 2017-2019 Community Improvement Plan approvals, and amends the necessary by-laws, where the implementing agreements have not been executed by the applicant by January 15, 2021;

Signed By

Report Prepared By Ed Landry Senior Planner *Digitally Signed Nov 3, 20*

Manager Review Kris Longston Manager of Community and Strategic Planning Digitally Signed Nov 3, 20

Division Review Alex Singbush Manager of Development Approvals Digitally Signed Nov 3, 20

Financial Implications Steve Facey Manager of Financial Planning & Budgeting Digitally Signed Nov 3, 20

Recommended by the Department Tony Cecutti General Manager of Growth and Infrastructure Digitally Signed Nov 3, 20

Recommended by the C.A.O. Ed Archer Chief Administrative Officer *Digitally Signed Nov 4, 20*

AND THAT the City of Greater Sudbury directs staff to contribute any unspent CIP funds to the Tax Rate Stabilization Reserve - Committed, as outlined in the report entitled "Community Improvement Plans – 2020 Intake and Status Update", from the General Manager of Growth and Infrastructure, presented at the

Finance and Administration Committee meeting on November 17, 2020.

Resolution 4:

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

Relationship to the Strategic Plan / Health Impact Assessment

The City of Greater Sudbury, through Council's Corporate Strategic Plan (2019-2027) directs staff to prioritize Business Attraction, Development and Retention. Objective 2.4 aims to "Revitalize Town Centres, nodes and corridors with Public Investment that Supports and Leverages Private Investment."

Report Summary

The City of Greater Sudbury has a number of Community Improvement Plans (CIP) that provide financial incentives to encourage the creation of residential dwelling units in historic commercial areas, to support economic rejuvenation, and to improve pedestrian experience. These are the Brownfield Strategy and Community Improvement Plan (the "BSCIP", 2011), the Downtown Sudbury Community Improvement Plan (the "DSCIP", 2017), and the Town Centre Community Improvement Plan (the "TCCIP", 2012 and amended in 2018).

The City has had four CIP intakes to date. The projects stemming from those approved applications have resulted in significant redevelopment and rehabilitation in Downtown Sudbury and several Town Centres including Kathleen Street, Copper Cliff, Flour Mill and Chelmsford. Additionally, several ongoing projects will result in additional residential units in Downtown Sudbury and Chelmsford and in an increase to the City's assessment base. This report summarizes the number, type and current status of the CIP applications that have been received by Council since 2017. It also provides Council will an update on the 2020 Intake process and seeks direction to refer the matter to the 2021 Budget. Appendices C and D to this report provide a map showing the previously approved applications as well as the 2020 Intake applications.

In addition to the completed applications, the City also has a number of executed CIP agreements that will lapse at the end of this year where no work has commenced. Staff is recommending that these executed agreements be allowed to lapse. The intent of this recommendation is to repurpose those funds that have been set aside for over two years for other purposes.

The City also has a few CIP agreements that have not been executed by the proponents after several months. As a result, staff is recommending that Council provide a deadline of January 15, 2021 for the execution of these agreements. This deadline is being provided to allow the proponents time to execute the agreements, while also allowing Council to repurpose the funds in the 2021 Budget in the event that the agreements are not executed. Should this direction be given, staff would bring amending by-laws forward to rescind the previous CIP approvals.

Staff has reviewed current 2020 Intake applications and has determined that they are eligible and fall within the parameters of the CIPs. Per direction provided in previous budget cycles, staff is recommending that a business case be brought forward for Council's consideration as part of the 2021 Budget Process to fund these applications. However, given the size and complexity of the 300 Elgin Street application, staff is recommending that the project be subject to a more comprehensive evaluation prior to the finalization of the

2021 Budget. Staff is recommending that the proponents be given until January 15, 2021 to provide the supplemental information as outlined in the report.

Financial Implications

If directed, a business case will be presented as part of the 2021 Budget document for the 2020 CIP intake The total amount requested, including the 300 Elgin block, is \$5,969,509 (or approximately \$600,000 per year for 10 years).

Staff are anticipating a surplus from 2017-2019 agreements where work has been completed below the estimated value of the grant or where agreements have expired. If approved, the surplus can be transferred to the Tax Rate Stabilization Reserve - Committed where part of this surplus could be used towards funding current or future CIP intakes.

Community Improvement Plans – Overall 2017-2019 Summary and Update Report on the 2020 Intake October 26, 2020 Planning Services Division

Background

The City of Greater Sudbury adopted a new Downtown Sudbury Community Improvement Plan (DSCIP) on December 13, 2016 (See Reference 1). The stated objectives of the DSCIP are to:

- 1. Revitalize Downtown Sudbury;
- 2. Increase the residential population of the downtown;
- 3. Create and retain employment opportunities;
- 4. Grow the municipal assessment base;
- 5. Grow the municipal property tax revenue;
- 6. Repair and intensify the existing urban fabric with compatible projects;
- 7. Take advantage of existing infrastructure; and,
- 8. Enhance the quality of the public realm.

The City adopted the Greater Sudbury Brownfield Strategy and Community Improvement Plan (BSCIP) in October, 2011 (See Reference 2). The stated objectives of the BSCIP are to:

- 1. Create and retain employment opportunities
- 2. Increase assessment and tax revenues
- 3. Increase economic competitiveness
- 4. Enhance environmental quality, health and safety
- 5. Intensify and revitalize neighbourhoods and communities

The City adopted the Town Centre Community Improvement Plan on August 14, 2012, and amended in February of 2018 (See Reference 3). The stated objectives of the TCCIP are to:

- 1. Enhance pedestrian friendly commercial areas to attract people and new businesses
- 2. Address commercial and residential vacancy issues by improving the building stock
- 3. Rehabilitate older, mixed used (and preferably multi-storey) building stock, to promote the creation of additional residential units

2020 Intake Process

Staff received direction to receive new applications to the Corporation's Community Improvement Programs annually until June 30 of each calendar year for consideration as part of the following budget year. In 2020, given the current pandemic, an additional deadline was added to the process. Proponents had to submit their initial proposals by June 30 and have complete information to the City by September 30, 2020. This new intake process generated 12 complete and eligible applications in 2020 (See Attachment A).

The total monetary request of the Corporation for the 12 complete and eligible applications is \$5,969,509 over a 10 year period (averaging to approximately \$600,000 annually for 10 years), while the total private investment leveraged (per the information provided) would be

\$48,000,000, representing a ratio of approximately 1:7 should City Council approve the requests as part of the 2021 Budget.

The bulk of this request is in the form of Tax Increment Equivalent Grants. Per the adopted CIPs, the value of the grant provided is equal to the incremental increase in property assessment and municipal property tax resulting from the improvements. The grant is provided after the project has been completed and after the taxes have been paid in full.

Based on the information provided by the proponents of 300 Elgin, the increase in municipal property tax resulting from the improvements is estimated to be approximately \$560,000 per year. Under the terms of the grant program, taxes on the new development would be paid to the City and the increase would be granted back to the owner every year for 10 years (100% of the increase for the first eight years and 50% for the last two). During this period, the City would continue to receive the original amount of taxation for the property. Starting in year 11, the City would begin to receive the full amount of taxation related to the redevelopment.

The total TIEG request for the 300 Elgin Street block is \$5,070,689 over a ten-year period. During this same ten year period, the City would continue to receive taxes for the block (approx. \$350,000 for the total 10-year period). Taken over a 20-year period, and assuming no redevelopment would take place, the City would collect \$700,000 from the property. With redevelopment, the City could collect \$14M while granting back \$5M, for an increase in assessment of \$8.3M (i.e. \$14M - \$5M - \$700K) over 20 years. This scenario assumes a 0% tax rate increase and no inflation. As noted above, these estimates are based on preliminary numbers provided by the proponents. The total values could be refined as part of a stage 2 process recommended by staff (see below).

Economic Development Comments

Taken together, the 12 proposed projects would meet the stated objectives of the CIPs. These projects signal investor confidence in Greater Sudbury's economy and in the community overall. When Economic Development is working to attract prospective new investors to the community, they are often asked for a tour of the downtown which is sometimes seen as a barometer of overall community vitality. Investments like the ones being proposed here will further enhance the Downtown Sudbury and Town Centres, signaling that Greater Sudbury as a whole is a good place to invest. Beyond investment attraction, a thriving Downtown and healthy Town Centres can play a significant role in talent attraction as more and more skilled workers cite lifestyle and quality of place as deciding factors in choosing where to live.

The projects contemplated in this report hold potential to change the fabric of key points in the downtown area, making them more attractive to visitors and residents alike. In concert with other Large Projects already in the works, such as Place des Arts and the Junction projects, these initiatives will demonstrate Downtown Sudbury is a vibrant, busy place, welcoming to pedestrians, fostering entrepreneurial spirit and ready for further investment.

Like Downtown Sudbury, the Town Centres efforts also create this sense of place and foster Greater Sudbury's nature as a "community of communities". For instance, Kathleen Street at Frood has been transformed through façade improvement efforts over the past several years, and this neighbourhood has become a draw for families, couples and visitors all year round.
While these investments certainly provide a return on investment and help to increase property values over time, they also create more intangible benefits including community vibrancy and pride of place.

2020 CIP Intake Review and Evaluation

A team made up of Planning, Building, Economic Development, Taxation, Finance and Fire, reviewed the applications relative to the mandatory CIP policies and application criteria. The CIPs generally require that the subject lands be within a CIP Area, that the eligible property is not in a position of tax arrears at the time of the application, and that outstanding work orders must be satisfactorily addressed prior to the issuing of any financial incentive. Works commenced prior to submitting an application are ineligible.

The application requires that applicants outline their projects, identify the programs applied for under the CIPs, the amount of incentive applied for, broken down by program, as well as the source of financing for the balance of the projects.

Due to the size and complexity of the 300 Elgin Street application, Staff recommends that the project be subjected to a more comprehensive evaluation, as was done with similar projects during the 2017 CIP "EOI Stage 2 Process" (7 Pine Street and 20 Ste Anne Road – See References 4 and 5). The additional information required as part of the Phase 2 could include, and may not be limited to, the following:

- A conceptual design proposal for the redevelopment of the property describing the location, siting and the massing of the buildings; the location and number of parking spaces; and, access and internal circulation;
- An outline of other key features such as density and height and any required regulatory approvals;
- A development strategy, including phasing, and detailed cost estimates prepared by a qualified professional;
- A proposed development schedule;
- A business proposal including financial arrangements and other details;
- Other relevant financial matters;
- Firm independent evidence from a recognized reputable source as to the developer's creditworthiness and ability to obtain financing;

Should Council give direction to require additional information from the applicant, it should be provided by January 15, 2021 so that the application can be considered as part of the 2021 budget process.

The total monetary request from complete and eligible applications, and capped within individual program limits, is estimated at \$5,969,509, which would result in an estimated \$48,000,000 in private investment in the Downtown (1:7) should the projects be approved for funding and proceed (See Attachment A). Per direction provided in past budget years, this monetary request could be cash flowed over a ten year period (i.e. approximately \$600,000 per year).

2017-2019 OVERALL SUMMARY

Each of the City's CIPs mentioned above include monitoring criteria to help track progress relative to the CIPs' goals and objectives (e.g. see Section 4.0 of the DSCIP – Reference 1). These criteria include increase in assessment value, amount of land developed, number of applications received, \$ value of private sector leveraged, number of residential units built, etc). This analysis is provided in Attachment B to this report. In summary:

- The City has approved 45 DSCIP (which includes 1 BSCIP) applications for a total of \$5,328,000;
- The Greater Sudbury Development Corporation has committed \$900,000 towards the 2018 Downtown Community Improvement projects. Their commitment is expected to start in 2022;
- The City approved 13 TCCIP Applications in 2019 for a total of \$318,011. This amount includes the Ontario Main Street Funding of \$172,487.32;
- Should all approved projects proceed as planned, the City will have incentivized an additional 200+ residential units and 36 new facades in the Downtown Area, and 5 new units and 5 new facades in Town Centre Areas;
- The City has extended \$300,000 of the 2017 DSCIP projects. These are set to expire at the end of 2020. Projects representing \$150,000 of these monies have started and/or nearing completion;
- One of the twelve 2018 projects has been completed (\$35,000), while 4 others are in progress (\$1.36M). Five have not started (\$75,000), and two agreements remain unexecuted by the proponents (\$4.1M). The agreements related to the \$75,000 are set to expire at the end of 2020.

Summary and Recommendations

The City has adopted a number of Community Improvement Plans to remove barriers to development and redevelopment in defined areas across the municipality. The objectives of these CIPs are to revitalize the areas and increase the population, while taking advantage of existing infrastructure and growing the assessment base.

The 2020 Community Improvement Plan Intake period garnered 12 applications. These applications were deemed eligible based on the various CIP eligibility criteria and application requirements. The total monetary request of the Corporation for the 12 applications is \$5,969,509 (or approximately \$600,000 annually for ten years), while, per the information submitted, the total private investment leveraged would be approximately \$48,000,000. One applicant has modified their proposal after the September 30th deadline (300 Elgin). Staff recommends that this proposal be subject to a more detailed and comprehensive review (i.e. a stage 2 review as contemplated by the 2017 EOI process).

It is recommended that City Council direct Staff to prepare a business case for the 12 complete and eligible applications, for consideration as part of the 2021 budget process.

This report has also examined three years of intakes, from 2017 to 2019, the findings of which are included as appendices to this report. Staff recommends allowing those executed agreements for any project that has not had any progress to lapse. Staff further recommends that any past approvals be rescinded, in situations where the agreements have not been executed by the proponents, by January 15, 2021. The City anticipates a surplus from the 2017-2019 agreements. Part of this surplus could be transferred to the City reservesto possibly help

fund current or future intakes, and/or help offset the contribution from the Greater Sudbury Development Corporation. Staff will return in February, 2021 with a report for Council's consideration.

Including 2020, staff has now had four intake years in implementing the new CIPs. Several observations have been made around both policy and procedural improvements. As part of the 2021 work plan, staff will be undertaking a review and update to the CIPs in 2021. Procedural improvements (e.g. to the application forms, brochures, website, agreements, etc.) will also be part of this review.

References

- 1. Downtown Sudbury Community Improvement Plan <u>https://www.greatersudbury.ca/play/downtown-sudbury/the-downtown-sudbury-master-plan/downtown-community-improvement-plan/community-improvement-plan/</u>
- 2. Brownfield Strategy and Community Improvement Plan

https://www.greatersudbury.ca/linkservid/BC874905-FD36-3989-E4A00284073C255B/showMeta/0/

- 3. Town Centre Community Improvement Plan <u>https://www.greatersudbury.ca/do-business/planning-and-development/community-improvement-plans-and-incentive-programs/financial-incentive-programs/town-centre-community-improvement-plan-and-incentive-programs/town-centre-community-improvement-plan-and-incentive-programs/town-centre-community-improvement-plan/</u>
- 4. "Downtown Sudbury Community Improvement Plan Proposed 2017 Intake Process", report presented at the March 6, 2017 Planning Committee Meeting <u>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=11</u> 03&itemid=12591&lang=en
- 5. "Downtown Sudbury Community Improvement Plan: Results of Expression of Interest Period", report presented at the August 21, 2017 Planning Committee Meeting <u>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=11</u> <u>12&itemid=13444&lang=en</u>

ATTACHMENTS

- A. Eligible and Complete Applications
- B. Monitoring and Analysis
- C. Map of CIP Approvals since 2012
- D. Before and After Presentation

Appendix A – Complete and Eligible Applications

Address	Grant Type	Total Grant Request	Estimated Project Cost	Brief Description	Applicable CIP Criteria
83 Larch	Residential	\$60,000	TBD.	Conversion	Revitalize Downtown Sudbury;
	Per Door Grant			to a 20- room Student Residence	Increase the residential population of the downtown;
					Grow the municipal assessment base;
					Grow the municipal property tax revenue;
					Take advantage of existing infrastructure; and,
					Enhance the quality of the public realm.
131 Pine	Façade	\$20,139.40	\$73,485.40	Façade	Revitalize Downtown Sudbury;
	Improveme nt Grant/Plan ning Fee/Buildin g Permit Fee			Improveme nt on Pine Street	Enhance the quality of the public realm.
229 Elm	TIEG/Façad	\$128,185.24	\$1,090,000	Conversion	Revitalize Downtown Sudbury;
	e Improveme			of some floors to	Increase the residential population of the downtown;
	nt/Planning Fee/Buildin			hotel use and	Create and retain employment opportunities;
	g Permit			addition of	Grow the municipal assessment base;
	Fee			café/speak easy.	Grow the municipal property tax revenue;
					Take advantage of existing infrastructure; and,
					Enhance the quality of the public realm.
300 Elgin	TIEG/Façad	\$5,302,315.6	\$45M	Commercia	DSCIP:
-	e Improveme	6		l Multi-Use redevelop	Revitalize Downtown Sudbury;
	nt/Planning			ment of The	Increase the residential population of the downtown;
	Fee/Tax Assistance Program/Bu ilding			Ledo. Ledo to remain, with new hotel/office	Create and retain employment opportunities;
					Grow the municipal assessment base;
	Permit Fee			tower of	Grow the municipal property tax revenue;
	Program			approximat ely 14 floors with	Repair and intensify the existing urban fabric with compatible projects;
				parking garage.	Take advantage of existing infrastructure; and,
				Residential may be	Enhance the quality of the public realm.
				included in project.	BSCIP:
					Create and retain employment opportunities
					Increase assessment and tax revenues
					Increase economic competitiveness
					Enhance environmental quality, health and safety
					Intensify and revitalize neighbourhoods and communities
420 Elgin	Façade	\$6,380.14	\$12,760.28	Façade	Revitalize Downtown Sudbury;
	Improveme nt			Improveme nt of music store/recor ding studio	Enhance the quality of the public realm.
434 Elgin	Façade	\$15,900	\$90,900	Redesign of	Revitalize Downtown Sudbury;
	Improveme nt/ Building Permit Fee			taxi stand to former 50's-style garage.	Enhance the quality of the public realm.
611 Kathleen	Façade Improveme nt/Building Permit Fee	\$16,000	\$30,000	Replace small front windows with large folding	Enhance pedestrian friendly commercial areas Address commercial and residential vacancy issues

				doors, new accessible entrance ramp, framing and light installation for new sign. Improveme nts will create a more commercia I appearanc e.	
587 Kathleen	Façade Improveme nt/Building Permit Fee	\$16,000	\$30,000	New signage and lighting; new commercia l secure door for basement, improveme nts to existing façade.	Enhance pedestrian friendly commercial areas
3577 Errington	Façade Improveme nt/Building Permit Fee	\$16,000	\$33,000	Reface storefront and replace signage for convenienc e store with commercia I above.	Enhance pedestrian friendly commercial areas
18 Main Street E	TIEG/Planni ng Fee Rebate/Buil ding Permit Fee Rebate/Res idential Per Door Grant/Inter est-Free Loan	\$226,545	\$600,000	Proposed new fourplex. Commercia I structure has been removed.	Rehabilitate multi-storey building stock, to promote the creation of additional residential units.
17 Main Street E	TIEG/Buildin g Permit Fee Rebate/Res idential Per Door Grant/Inter est-Free Loan	\$146,044	\$550,000	Proposed new fourplex on vacant portion of a lot with an existing 5- plex (amendme nt to previously approved CIP application for triplex)	Rehabilitate (create) multi-storey building stock, to promote the creation of additional residential units
10 Main Street E	Façade Improveme nt/Building Permit Fee	\$16,000	\$33,000	Improveme nts to façade including siding, windows and entrance.	Enhance pedestrian friendly commercial areas

The following chart is a based on data taken from the complete and eligible applications:

Incentive Type	DSCIP	TCCIP	BSCIP	TOTAL
Tax Increment Equivalent Grant (TIEG)	\$2,356,295.24	\$85,472.72	\$2,817,050.00	\$5,258,817.96
Façade Improvement Program	\$66,380.14	\$60,000	N/A	\$126,380.14
Planning Fee Rebate Program	\$9,760.00	\$5,000	N/A	\$14,760
Building Permit Fee Rebate Program	\$41,808.40	\$16,000	\$60,000	\$117,808
Residential Incentive Program	\$60,000.00	\$40,800	N/A	\$100,800
Feasibility Grant Program	N/A	N/A	N/A	0
Multi-Residential Interest Free Loan Program	N/A	\$229,316.50	N/A	\$229,316.50
Tax Assistance Program – Municipal Portion (BSCIP Only)	N/A	N/A	\$121,626.66	\$121,626.66
Tax Assistance Program – Education Portion (BSCIP Only)	N/A	N/A	*\$29,544	*\$29,544
Landfill Tipping Fee Program (BSCIP Only)	N/A	N/A	N/A	N/A
TOTALS	\$2,534,243.78	\$436,589.22	*\$2,998,676.66	\$5,969,509*

TOTAL REQUEST*	\$5,969,509
TOTAL LEVERAGED	Approximately \$48,000,000
RATIO (Public – Private)	1:7

*TOTALS do not include Education Portion as it is subject to Provincial Approval

ATTACHMENT B - MONITORING AND ANALYSIS

Downtown Sudbury CIP and Brownfield Strategy& CIP

The City's Community Improvement Plans include criteria to help track progress relative to the CIPs goals and objectives (e.g. see Section 4.0 of the Downtown CIP). These criteria include increase in assessment value, amount of land developed, number of applications received, \$ value of private sector leveraged, number of residential units built, etc). At this time, it is still premature to report back on most of these KPI because many of the projects are not built or are under construction, save and except the fifteen 2017-2019 DSCIP Façade Improvement Applications, and five 2018 TCCIP Façade Improvement Applications. As a result, the increased assessment values have not yet been generated by MPAC and the impact to the assessment base has not been triggered. Standalone Façade Improvement projects generally do not result in a reassessment by MPAC.

Should all these 2017-2019 projects proceed as planned, the City will have incentivized an additional 200+ residential units and 36 new facades in the Downtown Area, and 5 new units and 5 new facades in Town Centre Areas. This includes 20 units at 124 Cedar Street in Downtown Sudbury which is nearing completion.

The City has approved 45 applications under the DSCIP (including one combined with the Brownfields CIP) for a total monetary request of \$6,268,254.63, while the total proposed private investment leveraged is estimated at \$57,349,325.45, representing a public to private ratio of approximately 1:8.1.

Accepted Applications and Funding

Downtown Sudbury CIP and Brownfield Strategy & CIP:

2017 Intake – Reflected in 2018 Budget

The City received 40 applications in 2017 for all financial programs. Of the 40 applications received, only 35 met the minimum DSCIP requirements. These 35 applications had a total monetary request of \$3.3M. Council through the 2018 budget process allocated \$600,000 to the DSCIP, and directed staff to fund both the Façade Improvement and Residential Incentive Grant Programs. Based on this direction 25 of the original 35 complete and eligible applicants elected to proceed.

Of the 25 2017 applicants, 12 have completed their work and 9 have received extensions. One was deemed ineligible because the work was completed prior to submitting an application, one applicant has withdrawn the agreement, while another agreement has expired. One agreement remains unsigned. To date, approximately \$136,000 has been spent, \$300,000 has been extended, and \$67,000 is anticipated surplus. Of the \$600,000 allocated to the 2017 intake, \$100,000 had already been reallocated to help fund the 2018 Intake applications.

2018 Intake - Reflected in 2019 Budget

The City received 12 applications (11 DSCIP and 1 BSCIP) as part of the 2018 Intake period. The City allocated an additional \$4.6M to fund these requests. The Greater Sudbury Development Corporation committed \$900,000 to fund these requests over a multi-year period starting in 2022. As of the writing of this report, 1 project has been completed (\$35,000), while 4 others are in progress (\$1.36M). 5 have not started (\$75,000), and two agreements remain unexecuted by the proponents (\$4.1M).

2019 Intake - Reflected in 2020 Budget

The City received 9 applications (8 were deemed eligible and complete) in 2019 for a total monetary request of approximately \$128,000. As of the writing of this report, 2 projects have been completed (\$25,000), and 6 have not yet started (\$103,000).

Town Centre CIP:

The City received 13 applications in 2019 for a total monetary request of \$318,011 (This number includes the additional Main Street funding applications for which the By-law was approved in 2020). Twelve applications were deemed eligible and complete. One application required an amendment to the boundary of the TCCIP project area for the Flour Mill, which was completed and the project subsequently completed. Nine of the projects were funded entirely through the Province's Main Street Revitalization Initiative. One project was partially funded through the Main Street Revitalization Initiative (Planning and Building Fee Rebate Programs) for the CIP programs which can be completed within the funding timelines and partially funded through CGS money allocated to the Town Centre CIP for TIEG program, which is multi-year (55 Main Street E, Chelmsford). One project, which is also a multi-year project) was funded through the CGS money allocated to the TCCIP and a Business Case approved as part of the 2020 budget (17 Main Street E, Chelmsford).

If all applications funded by the City proceed to completion and expend all allocated money, the pot of funds originally allocated to the TCCIP through resolution CC2012-274 will be spent and it is anticipated that new applications under the TCCIP will follow an intake process similar to that established for the DSCIP and BSCIP. In addition to the 13 applications described in detail as part of this report, there is one application funded through the 2012 allocation that has not yet proceeded to completion. The agreement for that project will expire in December 2020. This proponent is requesting an additional monies as part of the feasibility study grant. Staff is recommending approval of this request. The agreement for the project at 17 Main Street E, in Chelmsford has not yet been signed pending an amended application requesting additional funds through the 2020 Intake process.

The majority of the projects were façade improvements which do not generally result in an increase in assessment or taxation. Façade improvements aid in the revitalization of neighbourhoods and often stimulate similar improvements in neighbouring buildings. With respect to the two projects which involve redevelopment, one has not yet proceeded and we do not yet have reassessment data for the second. Both redevelopments are located within the Chelmsford Town Centre. The project at 55 Main Street E, which has been completed, involved the replacement of a single detached dwelling with a triplex. The project at 17 Main Street E, proposes the construction of a 4-plex on the vacant portion of a property containing an existing 5-plex (19 Main Street E).

The City has approved thirteen applications under the TCCIP for a total monetary request of \$318,011, while the total proposed private investment leveraged is estimated at \$1,328,003, representing a public private ratio of approximately 1: 3.2.

Completion Rate

Downtown Sudbury CIP and Brownfield Strategy & CIP applications:

The conditions of receiving funding for individual CIP proponents are outlined in agreements. For most agreements, the work has to be completed by December 31 of the following year (usually around 18 months). The findings indicate the following:

- 12 of the 25 (representing 48%) 2017 applicants have completed their work;
- 9 of the 25 (representing 36%) 2017 applicants have signed extension agreements to December 31, 2020;
- 1 2017 application was deemed ineligible because the work was completed prior to applying for the grants;
- 1 2017 agreement was deferred as the proponents successfully reapplied as part of the 2019 Intake;
- Funding for 1 2017 application has expired since the work was not completed within the specified time period;
- 1 agreement from the 2017 Intake Period remains unsigned (there is no sunset clause in the original by-law by which agreements need to be signed);
- 2 of the 12 (representing 17%) 2018 applicants have completed their work;
- 2 of the 8 (representing 25%) 2019 applicants have completed their work;
- 2 agreements from the 2018 Intake Period remain unexecuted by the proponents;
- 15 signed and executed agreements (representing 41% of the 2017 and 2018 Intakes) are set to expire on December 31, 2020

Town Centre CIP applications:

- 10 of the 13 (representing 77%) 2019 applicants have completed their work;
- 2 of the 13 (representing 15%) 2019 applicants have withdrawn their applications;
- The agreement for one 2019 application, has not yet been signed and the work has not yet begun. The applicants have submitted an amended application as part of the 2020 Intake process, we would anticipate the agreement to be signed pending the outcome with respect to funding the 2020 applications.

Number of Applications Year over Year

The data show a decrease in applications year over year for the DSCIP. 2017 (40) and 2018 (11) saw a 72% decrease, while 2018 (11) and 2019 (9) experienced an 18% decrease. Overall, there was a 77% decrease of applications between 2017 and 2019.

The data for the TCCIP show the only applications between 2017 and 2019 were those received in 2019 resulting from the outreach undertaken as part of the Main Street Revitalization Initiative. Between 2012 when the CIP was adopted and the 2018 applications, only 4 applications had been accepted as complete; three of which proceeded to completion.







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APPENDIX B











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For Information Only

Update on Pot Hole Claims

Presented To:	Finance and Administration Committee
Presented:	Tuesday, Nov 17, 2020
Report Date	Thursday, Oct 29, 2020
Туре:	Correspondence for Information Only

Resolution

For Information Only

<u>Relationship to the Strategic Plan / Health Impact</u> Assessment

This report refers to operational matters.

Report Summary

This report provides the Committee with pothole claims data from 2015 to the end of August 2020.

Financial Implications

There are no financial implications associated with this report.

Signed By

Report Prepared By Robert Walz Coordinator, Insurance & Risk Management Digitally Signed Oct 29, 20

Division Review Ed Stankiewicz Executive Director of Finance, Assets and Fleet Digitally Signed Oct 29, 20

Financial Implications Steve Facey Manager of Financial Planning & Budgeting Digitally Signed Oct 29, 20

Recommended by the Department Kevin Fowke General Manager of Corporate Services Digitally Signed Oct 30, 20

Recommended by the C.A.O. Ed Archer Chief Administrative Officer *Digitally Signed Nov 2, 20*

Executive Summary

This report provides the Committee with pothole claims data from 2015 to the end of August 2020.

Background

Given the weather conditions experienced within the City of Greater Sudbury, pothole claims are inevitable. The harsh winter conditions along with numerous freeze/thaw events; potholes do develop in the roadways. However, the City has experienced a downward trend in 2020. The number of claims submitted has been significantly reduced from the previous year.

The following chart reflects the pothole claims history from 2015 to present by identifying the number of claims, claims paid out, adjuster costs, amount paid to claimant and total cost of the activity.

Year	Total Number of Pothole Claims	Number of Paid Claims	Adjuster Fees \$	Paid to Claimant \$	Total Cost \$
2015	106	10	28,362	9,698	38,060
2016	111	27	24,452	9,380	33,832
2017	128	10	28,318	3,895	32,231
2018	234	26	78,435	13,032	91,467
2019	553	72	154,392	33,517	187,909
2020 to Aug 30	84	6	24,069	4,150	28,219

The reasons for the reduction in claims deals with the amount of investment made to our road system as well as fewer drivers on the road due to COVID-19. The total investment to our roads; both capital and operational in 2018 and 2019 was approximately \$140 million.

The spike in 2019 could be caused by both the extraordinary winter conditions experienced and the excessive media attention given to potholes. With added investment to the road system, it is anticipated that claims will continue to decline. Graphs in *Appendix 'A'* provide a good visual perspective on the history of claims data.

Summary

Staff will continue to provide data to the Committee on a regular basis regarding pothole claims.



Appendix 'A'

City of Greater Sudbury Pothole Claims Report



January 1, 2015 to August 30, 2020







Monthly Comparison of Number of Reported Pothole Claims

Monthly Comparison of Number of Reported Pothole Claims





Monthly Comparison of Number of Reported Pothole Claims