



City Council Agenda

Tuesday, June 15, 2021

Tom Davies Square

Mayor Brian Bigger, Chair

4:00 p.m. Closed Session, Committee Room C-12 / Electronic Participation

6:00 p.m. Open Session, Council Chamber / Electronic Participation

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1. **Call to Order**
2. **Roll Call**
3. **Closed Session**

Resolution to move to Closed Session to deal with one (1) Solicitor-Client Privilege item regarding a supervised injection site and one (1) Personal Matters (Identifiable Individual(s)) item regarding a performance review in accordance with the Municipal Act, 2001, s. 239(2)(b) and (f).
4. **Recess**
5. **Open Session**
6. **Moment of Silent Reflection**
7. **Roll Call**
8. **Declarations of Pecuniary Interest and the General Nature Thereof**
9. **Matters Arising from the Closed Session**

At this point in the meeting, the Chair of the Closed Session, will rise and report. Council will then consider any resolution(s) emanating from the Closed Session.
10. **Matters Arising from Audit Committee**
 - 10.1. **May 31, 2021**

Council will consider, by way of one resolution, resolutions AC2021-05 and AC2021-06, all of which are found at <https://www.greatersudbury.ca/agendas>. Any questions regarding the resolutions should be directed to Councillor McIntosh, Chair, Audit Committee.
11. **Matters Arising from Community Services Committee**
 - 11.1. **May 17, 2021**

No resolutions emanated from this meeting. Any questions regarding the meeting should be directed to Councillor McCausland, Chair, Community Services Committee.
12. **Matters Arising from Operations Committee**
 - 12.1. **May 17, 2021**

Council will consider, by way of one resolution, resolution OP2021-08 which is found at <https://www.greatersudbury.ca/agendas>. Any questions regarding the resolutions should be directed to Councillor McIntosh, Chair, Operations Committee.

13. Matters Arising from Planning Committee

13.1. May 26, 2021

Council will consider, by way of one resolution, resolutions PL2021-88 to PL2021-94 and PL2021-96, all of which are found at <https://www.greatersudbury.ca/agendas>. Any questions regarding the resolutions should be directed to Councillor Kirwan, Chair, Planning Committee.

14. 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.

14.1. Adoption of Minutes

- | | |
|---|-----------|
| 14.1.1. Operations Committee Meeting Minutes of April 19, 2021 | 18 |
| 14.1.2. Finance and Administration Committee Minutes of April 20, 2021 | 20 |
| 14.1.3. Emergency Services Committee Meeting Minutes of April 21, 2021 | 23 |
| 14.1.4. Hearing Committee Meeting Minutes of April 21, 2021 | 26 |

14.2. Routine Management Reports

- | | |
|---|-----------|
| 14.2.1. Appointment to the Downtown Sudbury Business Improvement Area (BIA) Board of Management | 28 |
| This report provides a recommendation regarding appointments to the Downtown Sudbury Business Improvement Area (BIA) Board of Management for the remainder of the term 2019-2022. | |
| 14.2.2. 2022 Schedule of Meeting Dates - Council and Committees | 31 |
| This report provides a recommendation regarding the approval of the 2022 schedule of meeting dates for City Council and its Committees in accordance with Procedure By-law 2019-50. | |

15. Managers' Reports

15.1. Update – Supervised Consumption Site Property Review

A report to follow will provide an update regarding a review of City-owned and privately-owned property for a Supervised Consumption Site.

- 15.2. Drainage Petition – St. Laurent Street** 34
This report provides a recommendation regarding the approval of the petition filed by Mr. Justin Gaudet, to appoint K. Smart Associates Limited, to authorize them to make an examination of the area requiring drainage as described in the petition filed by Mr. Justin Gaudet and to prepare an Engineer’s Report in accordance with Section 8(1) of the Drainage Act R.S.O. 2010.
- 15.3. Ontario Ombudsman Report** 45
This report attaches a report from the Ontario Ombudsman regarding their investigation into a meeting held by the City of Greater Sudbury on January 12, 2021.
- 15.4. Authorization of Investment - Downtown Business Incubator** 57
This report provides a recommendation from the Greater Sudbury Development Corporation (GSDC) regarding Council’s authorization of an investment of up to \$1,159,177 over four years from the Community Economic Development (CED) Fund to support the establishment of a Downtown Business Incubator.
- 15.5. Population Health, Safety, and Well-Being Plan** 66
This report provides a recommendation to approve the Population Health, Safety, and Well-Being Plan for submission to the Province.
- 15.6. COVID-19 Response Update - June 15, 2021**
A report to follow will provide an update on service changes and community response to the COVID-19 pandemic.
- 16. Referred & Deferred Matters**
- 16.1. Private Roads By-Law and Joe Lake Road East Review** 113
This report provides a recommendation regarding By-Law 2001-134A and Joe Lake Road East.
- 17. By-laws**
Draft by-laws are available for viewing a week prior to the meeting on the agenda. Approved by-laws are available on the City’s website:
<https://www.greatersudbury.ca/city-hall/by-laws/> after passage.
- The following by-laws will be read and passed:**
- 17.1. By-laws 2021-98 to 2021-109Z**
2021-98
A By-law of the City of Greater Sudbury to Confirm the Proceedings of

Council at its Special Meetings of May 5th, 2021, May 11th, 2021 and May 25th, 2021 and its Regular Meeting of June 15th, 2021

2021-99

A By-law of the City of Greater Sudbury to Authorize Certain Grants under the Transportation Demand Management Community Grant Program

Refer to Report under Correspondence for Information Only, Operations Committee meeting of May 17, 2021

This by-law authorizes grants funded through the Transportation Demand Management (TDM) Community Grant Program.

2021-100

A By-law of the City of Greater Sudbury to Authorize the Payment of Grants from the Healthy Community Initiative Fund, Various Wards

Finance & Administration Committee Resolution #FA2021-46

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

2021-101

A By-law of the City of Greater Sudbury to Write-Off for Accounting Purposes Outstanding Provincial Offences Fines Deemed Uncollectible

City Council Resolution #CC2021-167

This by-law authorizes the write-off, for accounting purposes, of \$3,090,709.03 in uncollectible POA fines.

2021-102

A By-law of the City of Greater Sudbury to Authorize the Sale of Vacant Land Described as Part of PIN 73492-0360(LT) being Parts 1, 2 and 3 on Plan 53R-21474 to Christena Hunda and Carl Hunda

Planning Committee Resolution #PL2021-64

This by-law authorizes the sale of vacant land to an abutting land owner and delegates authority to sign all documents necessary to effect the sale.

2021-103

A By-law of the City of Greater Sudbury to Authorize the Sale of Vacant Land Described as Part of PIN 73492-0360(LT) being Part 4 on Plan 53R-21474 to 5010980 Ontario Inc.

Planning Committee Resolution #PL2021-64

This by-law authorizes the sale of vacant land to an abutting land owner and delegates authority to sign all documents necessary to effect the sale.

2021-104

A By-law of the City of Greater Sudbury to Authorize the Sale of Vacant Land on Pilon Crescent, Chelmsford Described as PIN 73350-0379(LT) to Jean Paul Rheaume and Claudette Rheaume

Planning Committee Resolution #PL2021-91

This by-law authorizes the sale of vacant land to an abutting land owner and delegates authority to sign all documents necessary to effect the sale.

2021-105

A By-law of the City of Greater Sudbury to Authorize the Sale of Vacant Land on Fourth Avenue, Sudbury Described as PIN 73577-0421(LT) being Parts 1 to 3 on Plan 53R-15333 to Jeremiah Sloan Eckhoff

Planning Committee Resolution #PL2021-92

This by-law authorizes the sale of vacant land to an abutting land owner and delegates authority to sign all documents necessary to effect the sale.

2021-106

A By-law of the City of Greater Sudbury to Authorize the Sale of Vacant Land on Municipal Road 80, Val Therese Described as Part of PIN 73504-0328(LT) being Part 5 on Plan 53R-15580, Part of PIN 73504-2250(LT) being Part 3 on Plan 53R-15580, Excepting a One Foot Reserve Along North and West Boundaries, to Daniel and Danica Holdings Inc.

Planning Committee Resolution #PL2021-93

This by-law authorizes the sale of vacant land to an abutting land owner and delegates authority to sign all documents necessary to effect the sale.

2021-107

A By-law of the City of Greater Sudbury to Authorize the Purchase of Vacant Lands Along the Whitson River Described as PIN 73349-1720(LT), PIN 73349-0222(LT), PIN 73349-1696(LT), PIN 73349-1198(LT), PIN 73349-1568(LT), PIN 73349-1693(LT), PIN 73349-0220(LT), PIN 73349-0154(LT) and PIN 73349-2116(LT) from Nickel District Conservation Authority

Planning Committee Resolution #PL2021-90

This by-law authorizes the purchase of property for the Whitson River Waterway Trail Project.

2021-108

A By-law of the City of Greater Sudbury to Accept a Gift of Vacant Land Located Northwest of Hummingbird Court, Val Caron, Described as Part of PIN 73501-2227(LT), Being Parts 1 to 4 on Plan 53R-21429 from Dalron Construction Limited

Planning Committee Resolution #PL2021-94

This by-law authorizes the acceptance of a gift of vacant land for parkland use from Dalron Construction Limited in exchange for the issuance of a tax receipt and delegates authority to sign all documents necessary to effect the transfer.

2021-109Z

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 #PL2020-77

This by-law rezones the subject property in order to recognize an undersized minimum lot area, minimum lot frontage and minimum exterior side lot line on retained lands situated in a rural area that is the result of the removal of a north-westerly portion of the lands that are situated in a settlement area. The retained lands contain an existing residential dwelling. This amending zoning by-law does not have the effect of creating a new rural undersized lot.

18. Members' Motions

18.1. Request for Temporary Traffic Calming Measures on Lansing Avenue

As presented by Councillor Sizer:

WHEREAS vehicle activated traffic calming signs or flexible temporary traffic calming bollards can provide an effective alternative to reduce speeds on local roads as part of traffic calming measures;

AND WHEREAS residents along Lansing Avenue, are very concerned about excessive traffic and speeds along that corridor, particularly from non-local traffic;

AND WHEREAS Lansing Avenue was ranked number 4 on the 2019 Traffic Calming Final Street Ranking but it may take some time to actually implement more costly traffic calming measures on that roadway;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to present a report with recommendations to the Operations Committee regarding the installation of temporary traffic calming measures such as vehicle activated traffic calming signs or flexible traffic calming bollards on Lansing Avenue.

19. Correspondence for Information Only

19.1. CEEP Revision – 2021

121

This report provides information regarding a revision to the 2016 CEEP results.

20. Addendum

21. Civic Petitions

22. Question Period

23. Adjournment

le mardi 15 juin 2021

Place Tom Davies

Maire Brian Bigger, Président

16 h 00 Séance à huis clos, Salle de réunion C-12 / participation électronique

18 h 00 Séance publique, Salle du Conseil / participation électronique

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

<https://www.grandsudbury.ca/ordresdujour>.

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.

1. Ouverture

2. Appel nominal

3. Séance à huis clos

Résolution de passer à une séance à huis clos pour délibérer sur une (1) question sur des renseignements protégés par le secret professionnel de l'avocat concernant un site d'injection supervisée et de une (1) question sur des renseignements privés concernant une personne qui peut être identifiée concernant une évaluation du rendement conformément à l'article 239(2)(b) et (f) de la Loi de 2001 sur les municipalités.

4. Suspension de la séance

5. Séance publique

6. Moment de silence

7. Appel nominal

8. Déclaration d'intérêts pécuniaires et leur nature générales

9. Questions découlant de la séance à huis clos

À ce point de la réunion, la présidente ou le président de la séance à huis clos fera un compte rendu. Le Conseil municipal considérera alors toute résolution émanant de la séance à huis clos.

10. Questions découlant de la réunion du comité de vérification

10.1. Le 31 mai 2021

Le Conseil municipal étudiera, par voie d'une résolution, les résolutions AC2021-05 et AC2021-06, qui se trouve à <https://www.grandsudbury.ca/ordresdujour>. Toute question concernant ces résolutions devrait être adressée à la conseillère McIntosh, présidente du Comité de Vérification.

11. Questions découlant de la réunion du comité des services communautaires

11.1. Le 17 mai 2021

Aucune résolution ne découle de cette réunion. Toute questions au sujet de la réunion devrait être adressée au Conseiller McCausland, president du Comité des services communautaires.

12. Questions découlant de la réunion du comité des opérations

12.1. Le 17 mai 2021

Le Conseil municipal étudiera, par voie d'une résolution, résolution OP2021-

08, qui se trouve à <https://www.grandsudbury.ca/ordresdujour>. Toute question concernant ces résolutions devrait être adressée à la conseillère McIntosh, présidente du Comité des opérations.

13. Questions découlant de la réunion du comité de la planification

13.1. Le 26 mai 2021

Le Conseil municipal étudiera, par voie d'une résolution, les résolutions PL2021-88 à PL2021-94 et PL2021-96, qui se trouve à <https://www.grandsudbury.ca/ordresdujour>. Toute question concernant ces résolutions devrait être adressée au Conseiller Kirwan, président du Comité de la planification.

14. Ordre du jour des résolutions

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

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

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

14.1. Adoption du procès verbaux

14.1.1. Procès Verbal du 19 avril 2021, Comité des opérations	18
14.1.2. Procès Verbal du 20 avril 2021, Comité des finances et de l'administration	20
14.1.3. Procès Verbal du 21 avril 2021, Comité des services d'urgence	23
14.1.4. Procès Verbal du 21 avril 2021, Comité d'audition	26

14.2. Rapports de gestion courants

14.2.1. Nomination à des postes au sein du Conseil de gestion du secteur d'aménagement commercial du centre-ville de Sudbury	28
Ce rapport fait une recommandation concernant la nomination à des postes au sein du Conseil de gestion du secteur d'aménagement commercial du centre-ville de Sudbury pour le reste du mandat 2019-2022.	
14.2.2. Calendrier des réunions en 2022 – Conseil municipal et comités	31

Ce rapport fait une recommandation concernant l'approbation du calendrier 2022 des réunions du Conseil municipal et de ses comités conformément au règlement municipal de procédure 2019-50.

15. Rapports des gestionnaires

15.1. **Compte rendu – examen de la propriété pour le site de consommation supervisée**

Un rapport doit suivre pour donner un compte rendu concernant l'examen de propriétés appartenant à la Ville et privées pour y aménager un site de consommation supervisée.

15.2. **Pétition en matière de drainage – rue St. Laurent**

34

Ce rapport fait une recommandation concernant l'approbation de la pétition déposée par M. Justin Gaudet, pour nommer la société K. Smart Associates Limited, pour autoriser celle-ci à examiner la zone nécessitant du drainage comme le décrit la pétition déposée par M. Justin Gaudet et de rédiger un rapport d'ingénieur ou un rapport d'ingénieure conformément à l'article 8(1) de la Loi sur le drainage, L.R.O. 2010.

15.3. **Rapport de l'ombudsman de l'Ontario**

45

À ce rapport est joint celui de l'ombudsman de l'Ontario concernant son enquête sur une réunion tenue par la Ville du Grand Sudbury le 12 janvier 2021.

15.4. **Autorisation d'investissement – incubateur d'entreprises au centre-ville**

57

Ce rapport fait une recommandation de la Société de développement du Grand Sudbury (SDGS) concernant l'autorisation du Conseil municipal quant à un investissement pouvant atteindre 1 159 177 \$ sur quatre ans du Fonds de développement économique communautaire pour soutenir la création d'un incubateur d'entreprises au centre-ville.

15.5. **Plan en matière de santé, de sécurité et de bien-être de la population**

66

Ce rapport fait une recommandation pour approuver le Plan en matière de santé, de sécurité et de bien-être de la population pour le soumettre à la Province.

15.6. **Compte rendu de l'intervention en matière de COVID-19 - 15 juin 2021**

Un rapport doit suivre qui donnera un compte rendu des changements en matière de services et de l'intervention communautaire quant à la pandémie de COVID-19.

16. Questions renvoyées et questions reportées

16.1. **Examen du règlement municipal sur les routes privées et le chemin Joe Lake Est**

113

Ce rapport fait une recommandation concernant le règlement municipal 2001-134A et le chemin Joe Lake Est.

17. Règlements

La version provisoire des règlements municipaux sera disponible pour consultation une semaine avant la réunion prévue à l'ordre du jour. Après leur adoption, les règlements approuvés sont affichés sur le site de la municipalité au <https://www.grandsudbury.ca/hotel-de-ville/reglements-municipaux/>.

Les règlements suivants seront lus et adoptés:

17.1. Règlements 2021-98 à 2021-109Z

2021-98

Règlement de la Ville du Grand Sudbury confirmant les délibérations du Conseil municipal lors de ses réunions extraordinaires tenues le 5 mai 2021, le 11 mai 2021 et le 25 mai 2021, ainsi que de sa réunion ordinaire tenue le 15 juin 2021

2021-99

Règlement de la Ville du Grand Sudbury autorisant certaines subventions pour le programme de subventions communautaires pour la gestion de la demande de transport

Renvoi au rapport sous Correspondance à titre de renseignement seulement, Réunion du Comité des opérations tenu le 17 mai 2021

Ce règlement municipal autorise des subventions financées par l'entremise du Programme de subventions communautaires pour la gestion de la demande en transport.

2021-100

Règlement de la Ville du Grand Sudbury autorisant le paiement des subventions provenant du fonds de l'initiative communauté en santé, divers quartiers

Résolution du Comité des finances et de l'administration numéro FA2021-46

Ce règlement autorise des subventions financée par l'entremise du fonds de l'initiative communauté en santé pour divers quartiers.

2021-101

Règlement de la Ville du Grand Sudbury radiant à des fins comptables les amendes pour des infractions provinciales impayées jugées non recouvrables

Résolution du Conseil municipal numéro CC2021-167

Ce règlement municipal autorise la radiation, à des fins comptables, de 3

090 709,03 \$ en amendes non recouvrables pour des infractions provinciales.

2021-102

Règlement de la Ville du Grand Sudbury autorisant la vente d'un terrain vacant décrite comme une partie de la parcelle numéro 73492-0360(LT), étant les parties 1, 2 et 3 du plan 53R-21471 à Christena Hunda et Carl Hunda

Résolution du Comité de planification numéro PL2021-64

Ce règlement municipal autorise la vente d'un terrain vacant au propriétaire d'un terrain attenant et délègue l'autorité de signer tous les documents nécessaires pour mener à bien cette vente.

2021-103

Règlement de la Ville du Grand Sudbury autorisant la vente d'un terrain vacant décrite comme une partie de la parcelle numéro 73492-0360(LT) étant la partie 4 du plan 53R-221474 à 5010980 Ontario Inc.

Résolution du Comité de planification numéro PL2021-64

Ce règlement municipal autorise la vente d'un terrain vacant au propriétaire d'un terrain attenant et délègue l'autorité de signer tous les documents nécessaires pour mener à bien cette vente.

2021-104

Règlement de la Ville du Grand Sudbury autorisant la vente d'un terrain vacant sur le croissant Pilon, Chelmsford décrite comme la parcelle numéro 73350-0379(LT) à Jean Paul Rheaume et Claudette Rheaume

Résolution du Comité de planification numéro PL2021-91

Ce règlement municipal autorise la vente d'un terrain vacant au propriétaire d'un terrain attenant et délègue l'autorité de signer tous les documents nécessaires pour mener à bien cette vente.

2021-105

Règlement de la Ville du Grand Sudbury autorisant la vente d'un terrain vacant sur l'avenue Fourth, Sudbury décrite comme la parcelle numéro 73577-0421(LT) étant les parties 1 à 3 du plan 53R-15333 à Jeremiah Sloan Eckhoff

Résolution du Comité de planification numéro PL2021-92

Ce règlement municipal autorise la vente d'un terrain vacant au propriétaire

d'un terrain attenant et délègue l'autorité de signer tous les documents nécessaires pour mener à bien cette vente

2021-106

Règlement de la Ville du Grand Sudbury autorisant la vente d'un terrain vacant sur la route municipale 80, à Val Thérèse, décrit comme étant une partie de la parcelle no 73504-0328(LT) étant la partie 5 du plan 53R-15580, une partie de la parcelle no 73504-2250(LT) étant la partie 3 du plan 53R-15580, à l'exception d'une réserve de un pied le long des limites nord et ouest, à la société Daniel and Danica Holdings Inc.

Résolution du Comité de planification numéro PL2021-93

Ce règlement municipal autorise la vente d'un terrain vacant au propriétaire d'un terrain attenant et délègue l'autorité de signer tous les documents nécessaires pour mener à bien cette vente

2021-107

Règlement de la Ville du Grand Sudbury autorisant l'achat de terrains vacants le long de la rivière Whitson décrits comme étant la parcelle no 73349-1720(LT), la parcelle no 73349-0222(LT), la parcelle no 73349-1696(LT), la parcelle no 73349-1198(LT), la parcelle no 73349-1568(LT), la parcelle no 73349-1693(LT), la parcelle no 73349-0220(LT), la parcelle no 73349-0154(LT) et la parcelle no 73349-2116(LT) à l'Office de protection de la nature du district de Nickel

Résolution du Comité de planification numéro PL2021-90

Ce règlement municipal autorise l'achat de terrains pour le projet de sentier riverain de la rivière Whitson.

2021-108

Règlement de la Ville du Grand Sudbury acceptant le don d'un terrain vacant situé au nord-ouest de la cour Hummingbird, à Val Caron, décrit comme étant une partie de la parcelle no 73501-2227(LT), étant les parties 1 à 4 du plan 53R-21429 de la société Dalron Construction Limited

Résolution du Comité de planification numéro PL2021-94

Ce règlement municipal autorise l'acceptation du don d'un terrain vacant qui doit être utilisé comme parc de la société Dalron Construction Limited en échange de la délivrance d'un reçu à des fins fiscales et délègue l'autorité de signer tous les documents nécessaires pour mener à bien le transfert.

2021-109Z

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

Résolutions du Comité de planification numéro PL2020-77

Ce règlement municipal rezone la propriété en question afin de reconnaître une superficie de terrain inférieure à la limite minimale, une façade de terrain minimale et une limite de terrain latérale extérieure minimale sur les terrains conservés situés dans un secteur rural qui est le résultat de l'enlèvement d'une partie nord-ouest des terrains qui sont situés dans un secteur d'établissement. Les terrains conservés contiennent une habitation résidentielle existante. Ce règlement municipal modificatif n'a pas pour effet de créer un nouveau terrain rural de dimension insuffisante.

18. Motions des membres

18.1. Demande de mesures de modération de la circulation temporaires sur l'avenue Lansing

Motion présentée par le conseiller municipal Sizer:

ATTENDU QUE les panneaux actionnés par les véhicules ou les bornes de délimitation flexibles temporaires peuvent offrir une solution de rechange efficace pour réduire la vitesse sur les routes locales dans le cadre de mesures de modération de la circulation;

ATTENDU QUE les résidents le long de l'avenue Lansing se préoccupent beaucoup de la circulation et de la vitesse excessive le long de ce corridor, en particulier de la part de la circulation non locale;

ATTENDU QUE l'avenue Lansing a été classée au numéro 4 du classement final des rues pour la modération de la circulation de 2019, mais qu'il peut falloir un certain temps avant de mettre en œuvre dans les faits des mesures de modération de la circulation plus coûteuses sur cette route;

PAR CONSÉQUENT, IL EST RÉSOLU QUE la Ville du Grand Sudbury demande au personnel de présenter un rapport assorti de recommandations au Comité des opérations concernant l'installation de mesures de modération de la circulation temporaires comme des panneaux actionnés par les véhicules ou des bornes de délimitation flexibles temporaires sur l'avenue Lansing.

19. Correspondence à titre de renseignements seulement

19.1. Révision des résultats du Plan communautaire en matière d'énergie et d'émissions – 2021

Ce rapport donne des renseignements concernant une révision des

121

résultats du Plan communautaire en matière d'énergie et d'émissions de 2016.

20. **Addenda**
21. **Pétitions civiques**
22. **Période de questions**
23. **Levée de la séance**

Minutes

For the Operations Committee Meeting

April 19, 2021
Tom Davies Square

Present (Mayor and Councillors)	Councillor Signoretti, Councillor McCausland, Councillor Kirwan, Councillor Leduc, Councillor Landry-Altmann, Councillor McIntosh, Councillor Lapierre, Councillor Sizer
City Officials	Tony Cecutti, General Manager of Growth and Infrastructure, Chris Gainham, Director of Linear Infrastructure Services, Renee Brownlee, Director of Environmental Services, Michael Loken, Joe Rocca, Traffic & Asset Management Supervisor, Ryan Purdy, Traffic and Transportation Engineering Analyst, Danielle Wicklander, Deputy City Clerk, Christine Hodgins, Deputy City Clerk, Lisa Locken, Clerk's Services Assistant, Corinne Poulin, Clerk's Services Assistant, Franca Bortolussi, Administrative Assistant to the City Solicitor and Clerk

Councillor McIntosh, In the Chair

Call to Order

The meeting commenced at 2:02 p.m.

Roll Call

A roll call was conducted.

Declarations of Pecuniary Interest and the General Nature Thereof

None declared.

Presentations

Traffic Signal System Renewal Project Update

Ryan Purdy, Traffic and Transportation Engineering Analyst, provided an electronic presentation regarding Traffic Signal System Renewal Project Update for information only.

Winter Control Operations Update – February 2021

Chris Gainham, Director of Linear Infrastructure Services, provided an electronic presentation regarding Winter Control Operations Update – February 2021 for information only.

Members' Motions

Councillor McIntosh presented a Motion requesting a report regarding funding and program options to provide weekly diaper collection to licensed home child care providers, which will be presented at the next Operations Committee meeting.

Correspondence for Information Only

Progressive Enforcement and Compliance Method

For Information Only.

Addendum

No Addendum was presented.

Civic Petitions

No Petitions were submitted.

Question Period

Please visit: <https://www.greatersudbury.ca/agendas> to view questions asked.

Adjournment

Councillor McIntosh moved to adjourn the meeting. Time: 3:52 p.m.

Minutes

For the Finance and Administration Committee Meeting

April 20, 2021
Tom Davies Square

Present (Mayor and Councillors)	Councillor Signoretti, Councillor McCausland, Councillor Kirwan, Councillor Lapierre, Councillor Sizer, Councillor McIntosh, Councillor Cormier, Councillor Leduc, Councillor Landry-Altman, Mayor Bigger, Councillor Jakubo
Absent	Councillor Vagnini, Councillor Montpellier
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, Marie Litalien, Director of Communications & Community Engagements, Ian Wood, Executive Director of Strategic Initiatives and Citizen Services, Joanne Kelly, Director of Human Resources and Organizational Development, Brett Williamson, Director of Economic Development, Ron Foster, Auditor General, Jim Lister, Manager of Accounting/Deputy Treasurer, Steve Facey, Manager of Financial Planning and Budgeting, Brigitte Sobush, Manager of Clerk's Services/Deputy City Clerk, Anessa Basso, Clerk's Services Assistant, Lisa Locken, Clerk's Services Assistant, Corinne Poulin, Clerk's Service Assistant

Councillor Jakubo, In the Chair

1. Call to Order

The meeting commenced at 4:00 p.m.

2. Roll Call

A roll call was conducted prior to the commencement of moving into closed session.

3. Closed Session

At 4:02 p.m., the Finance and Administration Committee moved into Closed Session.

The following resolution was presented:

FA2021-43

Moved By Mayor Bigger

Seconded By Councillor McIntosh

THAT the City of Greater Sudbury moves to Closed Session to deal with one (1) Personal Matters (Identifiable Individual(s)) item regarding a performance review in accordance with the Municipal Act, 2001, s. 239(2)(b).

CARRIED

4. Recess

At 4:59 p.m., the Finance and Administration Committee recessed.

5. Open Session

At 6:00 p.m., the Finance and Administration Committee commenced the Open Session.

6. Roll Call

A roll call was conducted.

7. Declarations of Pecuniary Interest and the General Nature Thereof

None declared.

8. Matters Arising from the Closed Session

Councillor McIntosh, as Chair of the Closed Session, reported that the Committee met in Closed Session to deal with one (1) Personal Matters (Identifiable Individual(s)) item regarding a performance review in accordance with the Municipal Act, 2001, s. 239(2)(b). No direction or recommendation emanated from the meeting.

9. Presentations

9.1 2021 CAO Performance Objectives and First Quarter Performance

Ed Archer, Chief Administrative Officer, provided an electronic presentation regarding the 2021 CAO Performance Objectives and First Quarter Performance.

The following resolution was presented:

FA2021-44

Moved By Councillor Jakubo

Seconded By Councillor Kirwan

THAT the City of Greater Sudbury approves the 2021 performance objectives in accordance with the annual process established for managing the Chief Administrative Officer's performance as outlined in the report entitled "2021 CAO Performance Objectives and First Quarter Performance", from the Chief Administrative Officer presented at the Finance & Administration Committee meeting on April 20, 2021.

CARRIED

9.2 Enterprise Risk Management Update

Ian Wood, Executive Director of Strategic Initiatives, Communications and Citizen Services, provided an electronic presentation regarding the concepts of Enterprise Risk Management (ERM) and its role in municipal government for information only.

10. Members' Motions

No Motions were presented.

11. Correspondence for Information Only

11.1 Contract Awards Exceeding \$100,000 October 1 – December 31, 2020

For Information Only.

11.2 Development Charges – July 2021 to June 2022

For Information Only.

11.3 Healthy Community Initiative Fund 2020 Annual Report

For Information Only.

12. Addendum

No Addendum was presented.

13. Civic Petitions

No Petitions were submitted.

14. Question Period

No Questions were asked.

15. Adjournment

Councillor Jakubo moved to adjourn the meeting. Time: 7:24 p.m.

CARRIED

Minutes
For the Emergency Services Meeting

April 21, 2021
Tom Davies Square

Present (Mayor and Councillors)	Councillor Lapierre, Councillor Leduc, Councillor Jakubo, Councillor McIntosh
Absent	Councillor Signoretti
City Officials	Joseph Nicholls, General Manager of Community Safety, Paul Kadwell, Deputy Fire Chief of Paramedic Operations, Dennis Quenneville, Commander of Community Paramedicine, Nathan Melin, Deputy Fire Chief, Danielle Derochie, Deputy City Clerk, Christine Hodgins, Deputy City Clerk, Lisa Locken, Clerk's Services Assistant, Corinne Poulin, Clerk's Services Assistant

Councillor Lapierre, In the Chair

1. Call to Order

The meeting commenced at 4:00 p.m.

2. Roll Call

A roll call was conducted.

3. Declarations of Pecuniary Interest and the General Nature Thereof

None declared.

Rules of Procedure

Councillor Lapierre moved to alter the order of the agenda to deal with appointment of Chair and Vice-Chair first.

CARRIED BY TWO-THIRDS MAJORITY

5. Managers' Reports

5.1 Appointment of Chair and Vice-Chair – Emergency Services Committee

Nominations were held for the position of Chair.

Councillor Leduc nominated Councillor Lapierre.

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

Councillor Lapierre accepted the nomination.

Nominations were held for the position of Vice-Chair.

Councillor McIntosh nominated Councillor Leduc.

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

Councillor Leduc accepted the nomination.

The following resolution was presented:

ES2021-04

Moved By Councillor Jakubo

Seconded By Councillor McIntosh

THAT the City of Greater Sudbury appoints Councillor Lapierre as Chair of the Emergency Services Committee for the term ending November 14, 2022, as outlined in the report entitled "Appointment of Chair and Vice-Chair – Emergency Services Committee", from the General Manager of Corporate Services, presented at the Emergency Services Committee on April 21, 2021.

CARRIED

The following resolution was presented:

ES2021-05

Moved By Councillor Lapierre

Seconded By Councillor McIntosh

THAT the City of Greater Sudbury appoints Councillor Leduc as Vice-Chair of the Emergency Services Committee for the term ending November 14, 2022, as outlined in the report entitled "Appointment of Chair and Vice-Chair – Emergency Services Committee", from the General Manager of Corporate Services, presented at the Emergency Services Committee on April 21, 2021.

CARRIED

4. Presentations

4.1 Paramedic Services 2020 Response Times

Paul Kadwell, Deputy Chief of Paramedic Services, provided an electronic presentation regarding Paramedic Services 2020 Response Times for information only.

6. Members' Motions

No Motions were presented.

7. Correspondence for Information Only

7.1 Emergency Management Update

For Information Only.

7.2 Paramedic Services Update

For Information Only.

7.3 Fire Services Update

For Information Only.

8. Addendum

No Addendum was presented.

9. Civic Petitions

No Petitions were submitted.

10. Question Period

No Questions were asked.

11. Adjournment

Councillor Lapierre moved to adjourn the meeting. Time: 5:04 p.m.

Minutes

For the City Council Meeting

April 21, 2021
Tom Davies Square

Present (Mayor and Councillors) Councillor Signoretti, Councillor Lapierre, Councillor Leduc

Absent Councillor Vagnini, Councillor Cormier

City Officials Kelly Gravelle, Deputy City Solicitor, Kyla Bell, Manager of Taxation, Danielle Derochie, Deputy City Clerk, Christine Hodgins, Deputy City Clerk, Lisa Locken, Clerk's Services Assistant, Corinne Poulin, Clerk's Services Assistant

Councillor Signoretti, In the Chair

1. Call to Order

The meeting commenced at 6:00 p.m.

2. Roll Call

A roll call was conducted.

3. Declarations of Pecuniary Interest and the General Nature Thereof

None declared.

4. Public Hearings

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

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

Kyla Bell, Manager of Taxation, outlined the report.

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

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

The following resolution was presented:

HC2021-04

Moved By Councillor Leduc

Seconded By Councillor Lapierre

THAT taxes totaling \$21,289.64 be adjusted under Sections 357 and 358 of the Municipal Act, 2001, of which the City's (municipal portion) is estimated to be \$17,647.20, as outlined in the report entitled "Cancellation, Reduction or Refund of Taxes under Section 357 and 358 of the Municipal Act, 2001," from the General Manager of Corporate Services presented to the Hearing Committee on April 21, 2021;

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

AND THAT the Manager of Taxation be directed to adjust the Collector's Roll according;

AND THAT staff be authorized and directed to take appropriate action.

Rules of Procedure

A Recorded Vote was held:

YEAS: (3): Councillor Signoretti, Councillor Lapierre, and Councillor Leduc

CARRIED (3 to 0)

5. Members' Motions

No Motions were presented.

6. Addendum

No Addendum was presented.

7. Civic Petitions

No Petitions were submitted.

8. Question Period

No Questions were asked.

9. Adjournment

Councillor Signoretti moved to adjourn the meeting. Time: 6:06 p.m.

Appointment to the Downtown Sudbury Business Improvement Area (BIA) Board of Management

Presented To:	City Council
Meeting Date:	June 15, 2021
Type:	Routine Management Reports
Prepared by:	Brigitte Sobush Clerk's Services
Recommended by:	General Manager of Corporate Services

Report Summary

This report provides a recommendation regarding appointments to the Downtown Sudbury Business Improvement Area (BIA) Board of Management for the remainder of the term 2019-2022.

Resolution

THAT the City of Greater Sudbury approves the recommendation from the Downtown Sudbury Business Improvement Area (BIA) Board of Management appointing Erin Danyliw (Copy Copy) and Chris Tammi (Le Ledo Inc.) for the remainder of the term 2019-2022 as outlined in the report entitled "Appointment to the Downtown Sudbury Business Improvement Area (BIA) Board of Management" from the General Manager of Corporate Services, presented at the City Council Meeting on June 15, 2021.

Relationship to the Strategic Plan, Health Impact Assessment and Community Energy & Emissions Plan (CEEP)

This report refers to operational matters and has no direct connection to the Community Energy and Emissions Plan (CEEP).

Financial Implications

There are no financial implications associated with this report.

Background

The Downtown Sudbury Business Improvement Area (BIA) has advised that Brian McCullagh (Vianet), John Arnold (Dalron) and Al Vardy (Raintree Financial Solutions) have resigned from the Downtown Sudbury BIA Board of Management.

Subsection 204(12) of the *Municipal Act, 2001* outlines that if a vacancy occurs, the municipality may appoint a person to fill the vacancy of the unexpired portion of the term. The appointed person is not required to be a member of the improvement area.

Article 32.4.30 of the Municipal Code provides that where a non-Council member of the Board vacates a role then the Board may, by resolution, either:

- (a) Hold an election; or
- (b) Pass a resolution recommending a person to Council to fill the vacancy.

The Downtown Sudbury BIA Board of Management is recommending that Erin Danyliw (Copy Copy) and Chris Tammi (Le Ledo Inc.) be appointed to fill the vacancies for the remainder of the term 2019-2022 (see attached). The one (1) vacancy is expected to be filled shortly.

Resources Cited

Municipal Act, 2001: <https://www.ontario.ca/laws/statute/01m25>



DOWNTOWN SUDBURY
115 LARCH STREET
SUDBURY, ON P3E 1B8
705 674 5115
www.downtownsudbury.com

May 20, 2021

ATTENTION: MAYOR AND COUNCIL

RE: VACANCIES – BOARD OF DIRECTORS

This is to advise that we have recently had two (3) resignations from the Board of Directors of 'Downtown Sudbury' BIA:

- Brian McCullagh, Vianet
- John Arnold, Dalron
- Al Vardy, Raintree Financial Solutions

As a result, the Board passed the following resolutions specific to filling two of those vacancies:

① 21-129

THAT Chris Tammi be recommended to fill one of the Director positions on the Board for the balance of this term.

CARRIED

Mr. Tammi, in his capacity at Le Ledo Inc., is a tenant at 300 Elgin St and, as such, is eligible to be a Director on the Board of 'Downtown Sudbury' BIA.

② 21-145

THAT Erin Danyliw, Copy Copy, be recommended to fill one of the vacancies on the Board of Directors of Downtown Sudbury BIA for the balance of this term.

CARRIED

Ms. Danyliw is owner of Copy Copy, located on Durham St. and, as such, is eligible to be a Director on the Board of 'Downtown Sudbury' BIA.

The Board requests City Council to formally appoint the above (Chris Tammi, Erin Danyliw) for two of the vacancies for the balance of this term.

This still leaves one (1) vacancy that is expected to be filled shortly.

Thank you.

Maureen M. Luoma
Executive Director

2022 Schedule of Meeting Dates - Council and Committees

Presented To:	City Council
Meeting Date:	June 15, 2021
Type:	Routine Management Reports
Prepared by:	Brigitte Sobush Clerk's Services
Recommended by:	General Manager of Corporate Services

Report Summary

This report provides a recommendation regarding the approval of the 2022 schedule of meeting dates for City Council and its Committees in accordance with Procedure By-law 2019-50.

Resolution

THAT the City of Greater Sudbury approves the 2022 schedule of meeting dates for City Council and its Committees, as outlined in the report “2022 Schedule of Meeting Dates – Council and Committees”, from the General Manager of Corporate Services, presented at the City Council meeting on June 15, 2021.

Relationship to the Strategic Plan, Health Impact Assessment and Community Energy & Emissions Plan (CEEP)

This report refers to operational matters and has no direct connection to the Community Energy and Emissions Plan (CEEP).

Financial Implications

There are no financial implications associated with this report.

Background

Attached is the 2022 schedule of meeting dates and start times for City Council, Audit Committee, Community Services Committee, Emergency Services Committee, Finance & Administration Committee, Hearing Committee, Operations Committee, and Planning Committee. Meetings are scheduled in accordance with Procedure By-law 2019-50 and Committees of Council and Advisory Panels By-law 2019-51.

The calendar was developed to ensure a meeting free week each month to allow Members of Council to perform constituency work or other duties. Meetings have been scheduled to allow at least fourteen (14) days between each Council meeting.

The 2022 meeting schedule is being brought forward for approval in order to allow City staff time to plan for and conduct work on reports being brought to City Council and its Committees, and ensure that these reports are entered into the city's meeting management system in accordance with the required timelines.

The following information should be noted:

- Due to Statutory holidays and the school boards' mid-winter break, meetings have been moved to accommodate a meeting free week
- During the months of July and August there will be one regular City Council meeting and one meeting for each Standing Committee held
- During the Election period, except for the Planning Committee, and Council meetings scheduled to approve Planning Committee recommendations, no meetings of Committees will be held during the period between Nomination Day and Voting day (Nomination Day: August 19; Election Day: October 24)
- Inaugural will be held in November as will the first City Council meeting
- 2022 budget will be tabled in 2022 with the new term of Council
- Additional Audit Committee meetings have been scheduled in May for 2021 year end, and December for Audit planning

Once the meeting dates have been approved by Council, they will be included in the electronic calendars.

Resources Cited

City of Greater Sudbury Procedure By-law 2019-50: <https://www.greatersudbury.ca/city-hall/by-laws/by-law-pdfs-en/procedure-by-law/>

City of Greater Sudbury Committees of Council and Advisory Panels By-law 2019-51: <https://www.greatersudbury.ca/city-hall/by-laws/by-law-pdfs-en/by-law-2019-51/>

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Legend:

Council including Special Council Meetings
Start Time 6:00 p.m.

Operations Committee
Start Time 2:00 p.m.

Emergency Services Committee
Start Time 4:00 p.m.

Audit Committee
Start Time 4:00 p.m.

Planning Committee, Operations Committee, and/or Community Services Committee
Start Time TBD

❄️ Mid Winter Break (Mar 16-20)

* **Outside Board AGM** (Start time 3:00 p.m.):

May 10 - Greater Sudbury Housing Corporation; **May 17** - Greater Sudbury Utilities Inc.; **May 31** - Sudbury Airport Community Development Corp.

Planning Committee
Start Time 1:00 p.m.

Community Services Committee
Start Time 4:30 p.m.

Hearing Committee (Tentative)
Start Time 6:00 p.m.

Finance and Administration Committee including Budget Meetings Start Time 4:00 p.m.
(When Audit Committee meets -- Start Time 6:00 p.m.)

Council, Audit Committee and/or Finance and Administration Committee
Start Time TBD

★ **Inaugural** Start Time 6:00 p.m.

○ **Office Closed for Public or Other Holidays**

Drainage Petition – St. Laurent Street

Presented To:	City Council
Meeting Date:	June 15, 2021
Type:	Managers' Reports
Prepared by:	Paul Javor Infrastructure Capital Planning
Recommended by:	General Manager of Growth and Infrastructure

Report Summary

This report provides a recommendation regarding the approval of the petition filed by Mr. Justin Gaudet, to appoint K. Smart Associates Limited, to authorize them to make an examination of the area requiring drainage as described in the petition filed by Mr. Justin Gaudet and to prepare an Engineer's Report in accordance with Section 8(1) of the Drainage Act R.S.O. 2010.

Resolution

THAT the City of Greater Sudbury accepts the petition for drainage works filed by Mr. Justin Gaudet in accordance with Section 4(1) of the Drainage Act R.S.O. 2010;

AND THAT the City of Greater Sudbury appoints K. Smart Associates Limited to make an examination of the area requiring drainage as described in the petition and prepare an Engineer's Report in accordance with Section 8(1) of the Drainage Act R.S.O. 2010, as outlined in the report entitled "Drainage Petition - St. Laurent Street", from the General Manager of Growth and Infrastructure presented at the City Council meeting on June 15, 2021;

AND THAT City of Greater Sudbury approves up to \$100,000 from the Capital Financing Reserve Fund - General towards completion of the Engineer's Report relating to the Drainage Petition on St. Laurent Street.

Relationship to the Strategic Plan, Health Impact Assessment and Community Energy & Emissions Plan (CEEP)

This Petition for Drainage Works is in an agricultural area of the community with the purpose to improve the production of the land supporting development in agriculture in Section 2.1 of the Strategic Plan.

The proposed drainage improvement to this agricultural land would improve local food production which would have positive impacts to food transportation.

Financial Implications

The Municipality will be required to front end the costs of this project until completed at which time these costs will be recovered through assessments on lands within the watershed.

These front end costs for the Engineer's Report of up to \$100,000 will be funded from the Capital Finance Reserve Fund – General. Any recommendations of the Engineer's Report including future capital construction costs of the Engineer's Report will be reflected in a future report to Council.

The watershed limits have not yet been determined but there appears to be little municipally owned or controlled land within the watershed, other than a portion of St. Laurent Street.

In accordance with the provisions of Section 85 of the Drainage Act, and OMAFRA's ADIP policies a grant not exceeding 1/3 (33-1/3%) may be available to the benefitting landowners on the assessments against privately owned parcels of land which are used for agricultural purposes and are eligible for the Farm Property Class Tax Rate.

An existing service contract for Municipal Drain Superintendent and Engineering Services was issued for RFP and K. Smart and Associates Limited was the successful proponent. Historically costs for similar Engineer's Reports have ranged from \$50,000 to \$100,000.

Background

Council when in receipt of a Drainage Act Petition must decide whether or not to proceed with the drainage works. If Council decides not to proceed with the drainage works the owners may appeal to the Drainage Tribunal. If Council decides to proceed with the drainage works, Council shall by By-Law or resolution appoint an Engineer.

This petition (Appendix A) is the result of drainage issues on Mr. Gaudet's property and other properties in the St. Laurent Street area, specifically properties north and south of St. Laurent Street east of MR 15 and Montee Rouleau (Appendix B). The proposed works are a new open channel to more effectively drain the agricultural lands and provide outlet for the proposed tile drain system they wish to pursue to improve the production and value of the land in the area of St. Laurent Street.

Most municipal drains have been constructed to improve the drainage of agricultural land by serving as the discharge point for private agricultural drainage systems. However, they also remove excess water collected by roadside ditches, residential lots and any other properties in rural areas.

Municipal drains are created under the authority of the Drainage Act. There are 3 key elements of a municipal drain:

1. Community Project – Landowners who need to solve a drainage problem may submit a prescribed petition under the Drainage Act to their local municipality, requesting the establishment of a municipal drain. If certain criteria are met, the municipality appoints an engineer who prepares a report, identifying the proposed solution to the problem and how the costs will be shared. There are various meetings where landowners in the watershed of the municipal drain can voice their desires and concerns. There are also several appeal stages where they can voice their objections. So, the end result of the process is a "communally accepted" project.
2. Legal Existence – After all appeals have been heard and dealt with, the municipality passes a by-law, adopting the engineer's report. The municipality then has the authority and the responsibility to construct the project. The cost of the work is assessed to the lands in the watershed in the same

ratios as contained within the engineer's report. So for a ditch or a pipe to be a municipal drain, there must be a by-law adopting an Engineer's Report.

3. Municipal Infrastructure – Once a municipal drain has been constructed under the authority of a by-law, it becomes part of that municipality's infrastructure. The local municipality, through its drainage superintendent, is responsible for repairing and maintaining the municipal drain. In certain circumstances, the municipality can be held liable for damages for not maintaining these drains.

Next Steps

If approved K. Smart Associates would begin examination of the lands to determine the area requiring drainage, meet with affected land owners and regulating authorities and prepare the Engineers Report.

Once the Engineers Report is complete and assessments determined a report would be brought back to Council and for the appeals process. After any appeals have been dealt with the municipality passes a by-law, adopting the Engineer's Report. The municipality then has the authority and the responsibility to construct the project.

Resources Cited

Ontario Ministry of Agriculture, Food and Rural Affairs Factsheet - So, What's A Municipal Drain?
<http://www.omafra.gov.on.ca/english/engineer/facts/01-059.htm>

Petition for Drainage Works by Owners
Form 1

Drainage Act, R.S.O. 1990, c. D.17, clause 4(1)(a) or (b)

This form is to be used to petition municipal council for a new drainage works under the *Drainage Act*. It is not to be used to request the improvement or modification of an existing drainage works under the *Drainage Act*.

To: The Council of the Corporation of the Municipality of Greater Sudbury

The area of land described below requires drainage (provide a description of the properties or the portions of properties that require drainage improvements)

Northern Watershed of the following properties:
Lot 2, Conc. 5 owned by Roland Rainville
Lot 2, Conc. 4 owned by Jean-Jacques Simard
Lot 2, Conc. 4 owned by Allan Grise
Lot 2, Conc. 4 owned by Daniel Yasko,
Lot 1, Conc. 4 owned by Justin Gaudet
Lot 1, Conc. 4 owned by Lionel Lalonde
Lot 1, Conc. 4, Parcel 1546 owned by Robert Lalonde

In accordance with section 9(2) of the *Drainage Act*, the description of the area requiring drainage will be confirmed or modified by an engineer at the on-site meeting.As owners of land within the above described area requiring drainage, we hereby petition council under subsection 4(1) of the *Drainage Act* for a drainage works. In accordance with sections 10(4), 43 and 59(1) of the *Drainage Act*, if names are withdrawn from the petition to the point that it is no longer a valid petition, we acknowledge responsibility for costs.**Purpose of the Petition** (To be completed by one of the petitioners. Please type/print)

Contact Person (Last Name) <u>Gaudet</u>	(First Name) <u>Justin</u>	Telephone Number
Address		
Road/Street Number <u>3261</u>	Road/Street Name <u>St-Laurent</u>	

Location of Project

Lot <u>2</u>	Concession <u>5</u>	Municipality <u>Greater City of Sud</u>	Former Municipality (if applicable) <u>Town of Rayside Balfour</u>
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What work do you require? (Check all appropriate boxes)

- Construction of new open channel
 Construction of new tile drain
 Deepening or widening of existing watercourse (not currently a municipal drain)
 Enclosure of existing watercourse (not currently a municipal drain)
 Other (provide description ▼)

Name of watercourse (if known)

Estimated length of project

2000 m +/-

General description of soils in the area

clay, sand, silt

What is the purpose of the proposed work? (Check appropriate box)

- Tile drainage only Surface water drainage only Both

Petition filed this _____ day of _____, 20 ____

Name of Clerk (Last, first name)

Signature

- Your municipal property tax bill will provide the property description and parcel roll number.
- In rural areas, the property description should be in the form of (part) lot and concession and civic address.
- In urban areas, the property description should be in the form of street address and lot and plan number if available.
- If you have more than two properties, please take copy(ies) of this page and continue to list them all.

Number	Property Description Lot 2, Conc 5, Parcel 5681
Ward or Geographic Township	Parcel Roll Number Rayside Township 160 023 11200 0000

I hereby petition for drainage for the land described and acknowledge my financial obligations.

Ownership

Sole Ownership

Owner Name (Last, First Name) (Type/Print)	Signature	Date (yyyy/mm/dd)
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Partnership (Each partner in the ownership of the property must sign the petition form)

Owner Name (Last, First Name) (Type/Print)	Signature	Date (yyyy/mm/dd)
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Rainville, Roland	Roland Rainville	2018/01/27
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Rainville, Pauline	Pauline Rainville	2018/01/27
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Corporation (The individual with authority to bind the corporation must sign the petition)

Name of Signing Officer (Last, First Name) (Type/Print)	Signature
Name of Corporation	I have the authority to bind the Corporation. Date (yyyy/mm/dd)
Position Title	

Number	Property Description
Ward or Geographic Township	Parcel Roll Number

I hereby petition for drainage for the land described and acknowledge my financial obligations.

Ownership

Sole Ownership

Owner Name (Last, First Name) (Type/Print)	Signature	Date (yyyy/mm/dd)
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Partnership (Each partner in the ownership of the property must sign the petition form)

Owner Name (Last, First Name) (Type/Print)	Signature	Date (yyyy/mm/dd)

Corporation (The individual with authority to bind the corporation must sign the petition)

Name of Signing Officer (Last, First Name) (Type/Print)	Signature
Name of Corporation	I have the authority to bind the Corporation. Date (yyyy/mm/dd)
Position Title	

Check here if additional sheets are attached

Clerk initial

Petitioners become financially responsible as soon as they sign a petition.

- Once the petition is accepted by council, an engineer is appointed to respond to the petition. *Drainage Act*, R.S.O. 1990, c. D. 17 subs. 8(1).
- After the meeting to consider the preliminary report, if the petition does not comply with section 4, the project is terminated and the original petitioners are responsible in equal shares for the costs. *Drainage Act*, R.S.O. 1990, c. D. 17 subs. 10(4).
- After the meeting to consider the final report, if the petition does not comply with section 4, the project is terminated and the original petitioners are responsible for the costs in shares proportional to their assessment in the engineer's report. *Drainage Act*, R.S.O. 1990, c. D. 17 s. 43.
- If the project proceeds to completion, a share of the cost of the project will be assessed to the involved properties in relation to the assessment schedule in the engineer's report, as amended on appeal. *Drainage Act*, R.S.O. 1990, c. D. 17 s. 61.

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- Your municipal property tax bill will provide the property description and parcel roll number.
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Number	Property Description
	Lot 3, Conc 4, Parcel 1527
Ward or Geographic Township	Parcel Roll Number
Rayside Township	53071600 23 0140

I hereby petition for drainage for the land described and acknowledge my financial obligations.

Ownership

Sole Ownership

Owner Name (Last, First Name) (Type/Print)	Signature	Date (yyyy/mm/dd)
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Partnership (Each partner in the ownership of the property must sign the petition form)

Owner Name (Last, First Name) (Type/Print)	Signature	Date (yyyy/mm/dd)
Simard, Jean-Jacques	Jean-Jacques Simard	2019/02/26
Simard, Monique	Monique Simard	2019/02/26

Corporation (The individual with authority to bind the corporation must sign the petition)

Name of Signing Officer (Last, First Name) (Type/Print)	Signature	Date (yyyy/mm/dd)
Name of Corporation		I have the authority to bind the Corporation. Date (yyyy/mm/dd)
Position Title		

Number	Property Description
Ward or Geographic Township	Parcel Roll Number

I hereby petition for drainage for the land described and acknowledge my financial obligations.

Ownership

Sole Ownership

Owner Name (Last, First Name) (Type/Print)	Signature	Date (yyyy/mm/dd)
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Partnership (Each partner in the ownership of the property must sign the petition form)

Owner Name (Last, First Name) (Type/Print)	Signature	Date (yyyy/mm/dd)

Corporation (The individual with authority to bind the corporation must sign the petition)

Name of Signing Officer (Last, First Name) (Type/Print)	Signature	Date (yyyy/mm/dd)
Name of Corporation		I have the authority to bind the Corporation. Date (yyyy/mm/dd)
Position Title		

Check here if additional sheets are attached Clerk initial

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- After the meeting to consider the preliminary report, if the petition does not comply with section 4, the project is terminated and the original petitioners are responsible in equal shares for the costs. *Drainage Act*, R.S.O. 1990, c. D. 17 subs. 10(4).
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and where the form is addressed to a territory without municipal organization, the Drainage Coordinator, Ministry of Agriculture, Food and Rural Affairs, 1 Stone Rd W, Guelph ON N1G 4Y2, 519 826-3552.

- Your municipal property tax bill will provide the property description and parcel roll number.
- In rural areas, the property description should be in the form of (part) lot and concession and civic address.
- In urban areas, the property description should be in the form of street address and lot and plan number if available.
- If you have more than two properties, please take copy(ies) of this page and continue to list them all.

Number	Property Description <i>Lot 2, Conc. 4, Parcel 19277</i>
Ward or Geographic Township	Parcel Roll Number <i>Rayside Township 53071600230/200</i>

I hereby petition for drainage for the land described and acknowledge my financial obligations.

Ownership
 Sole Ownership

Owner Name (Last, First Name) (Type/Print) <i>Yasko, Daniel</i>	Signature <i>Daniel Yasko</i>	Date (yyyy/mm/dd) <i>Jan. 27, 2018</i>
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Partnership (Each partner in the ownership of the property must sign the petition form)

Owner Name (Last, First Name) (Type/Print)	Signature	Date (yyyy/mm/dd)

Corporation (The individual with authority to bind the corporation must sign the petition)

Name of Signing Officer (Last, First Name) (Type/Print)	Signature
Name of Corporation	I have the authority to bind the Corporation. Date (yyyy/mm/dd)
Position Title	

Number	Property Description
Ward or Geographic Township	Parcel Roll Number

I hereby petition for drainage for the land described and acknowledge my financial obligations.

Ownership
 Sole Ownership

Owner Name (Last, First Name) (Type/Print)	Signature	Date (yyyy/mm/dd)
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Partnership (Each partner in the ownership of the property must sign the petition form)

Owner Name (Last, First Name) (Type/Print)	Signature	Date (yyyy/mm/dd)

Corporation (The individual with authority to bind the corporation must sign the petition)

Name of Signing Officer (Last, First Name) (Type/Print)	Signature
Name of Corporation	I have the authority to bind the Corporation. Date (yyyy/mm/dd)
Position Title	

Check here if additional sheets are attached Clerk initial

- Petitioners become financially responsible as soon as they sign a petition.**
- Once the petition is accepted by council, an engineer is appointed to respond to the petition. *Drainage Act, R.S.O. 1990, c. D. 17 subs. 8(1).*
 - After the meeting to consider the preliminary report, if the petition does not comply with section 4, the project is terminated and the original petitioners are responsible in equal shares for the costs. *Drainage Act, R.S.O. 1990, c. D. 17 subs. 10(4).*
 - After the meeting to consider the final report, if the petition does not comply with section 4, the project is terminated and the original petitioners are responsible for the costs in shares proportional to their assessment in the engineer's report. *Drainage Act, R.S.O. 1990, c. D. 17 s. 43.*
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Number	Property Description
	Lot 1, Conc. 4, Parcel 1546
Ward or Geographic Township	Parcel Roll Number
Rayside Township	53071600 2300901

I hereby petition for drainage for the land described and acknowledge my financial obligations.

Ownership

Sole Ownership

Owner Name (Last, First Name) (Type/Print)	Signature	Date (yyyy/mm/dd)
Lalonde, Robert		Jan. 27, 2018

Partnership (Each partner in the ownership of the property must sign the petition form)

Owner Name (Last, First Name) (Type/Print)	Signature	Date (yyyy/mm/dd)

Corporation (The individual with authority to bind the corporation must sign the petition)

Name of Signing Officer (Last, First Name) (Type/Print)	Signature
Name of Corporation	I have the authority to bind the Corporation.
Position Title	
	Date (yyyy/mm/dd)

Number	Property Description
Ward or Geographic Township	Parcel Roll Number

I hereby petition for drainage for the land described and acknowledge my financial obligations.

Ownership

Sole Ownership

Owner Name (Last, First Name) (Type/Print)	Signature	Date (yyyy/mm/dd)

Partnership (Each partner in the ownership of the property must sign the petition form)

Owner Name (Last, First Name) (Type/Print)	Signature	Date (yyyy/mm/dd)

Corporation (The individual with authority to bind the corporation must sign the petition)

Name of Signing Officer (Last, First Name) (Type/Print)	Signature
Name of Corporation	I have the authority to bind the Corporation.
Position Title	
	Date (yyyy/mm/dd)

Check here if additional sheets are attached Clerk initial

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Number	Property Description
	Lot 1, Conc 4 Parcel 17959

Ward or Geographic Township	Parcel Roll Number
Rayside Township	530716002300800

I hereby petition for drainage for the land described and acknowledge my financial obligations.

Ownership

Sole Ownership

Owner Name (Last, First Name) (Type/Print)	Signature	Date (yyyy/mm/dd)
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Partnership (Each partner in the ownership of the property must sign the petition form)

Owner Name (Last, First Name) (Type/Print)	Signature	Date (yyyy/mm/dd)
Gaudet, Justin	<i>Justin Gaudet</i>	(2020/01/23)
Gaudet, Alicia	<i>Alicia Gaudet</i>	(2020/01/23)

Corporation (The individual with authority to bind the corporation must sign the petition)

Name of Signing Officer (Last, First Name) (Type/Print)	Signature
Name of Corporation	I have the authority to bind the Corporation. Date (yyyy/mm/dd)
Position Title	

Number	Property Description

Ward or Geographic Township	Parcel Roll Number

I hereby petition for drainage for the land described and acknowledge my financial obligations.

Ownership

Sole Ownership

Owner Name (Last, First Name) (Type/Print)	Signature	Date (yyyy/mm/dd)
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Partnership (Each partner in the ownership of the property must sign the petition form)

Owner Name (Last, First Name) (Type/Print)	Signature	Date (yyyy/mm/dd)

Corporation (The individual with authority to bind the corporation must sign the petition)

Name of Signing Officer (Last, First Name) (Type/Print)	Signature
Name of Corporation	I have the authority to bind the Corporation. Date (yyyy/mm/dd)
Position Title	

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Number	Property Description Lot 1, Conc. 4 Parcel 1583
Ward or Geographic Township	Parcel Roll Number Rayside Township 530716002360400

I hereby petition for drainage for the land described and acknowledge my financial obligations.

Ownership

Sole Ownership

Owner Name (Last, First Name) (Type/Print) Lalonde, Lionel	Signature <i>Lionel Lalonde</i>	Date (yyyy/mm/dd) Jan. 27, 2018
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Partnership (Each partner in the ownership of the property must sign the petition form)

Owner Name (Last, First Name) (Type/Print)	Signature	Date (yyyy/mm/dd)

Corporation (The individual with authority to bind the corporation must sign the petition)

Name of Signing Officer (Last, First Name) (Type/Print)	Signature
Name of Corporation	I have the authority to bind the Corporation. Date (yyyy/mm/dd)
Position Title	

Number	Property Description
Ward or Geographic Township	Parcel Roll Number

I hereby petition for drainage for the land described and acknowledge my financial obligations.

Ownership

Sole Ownership

Owner Name (Last, First Name) (Type/Print)	Signature	Date (yyyy/mm/dd)
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Partnership (Each partner in the ownership of the property must sign the petition form)

Owner Name (Last, First Name) (Type/Print)	Signature	Date (yyyy/mm/dd)

Corporation (The individual with authority to bind the corporation must sign the petition)

Name of Signing Officer (Last, First Name) (Type/Print)	Signature
Name of Corporation	I have the authority to bind the Corporation. Date (yyyy/mm/dd)
Position Title	

Check here if additional sheets are attached

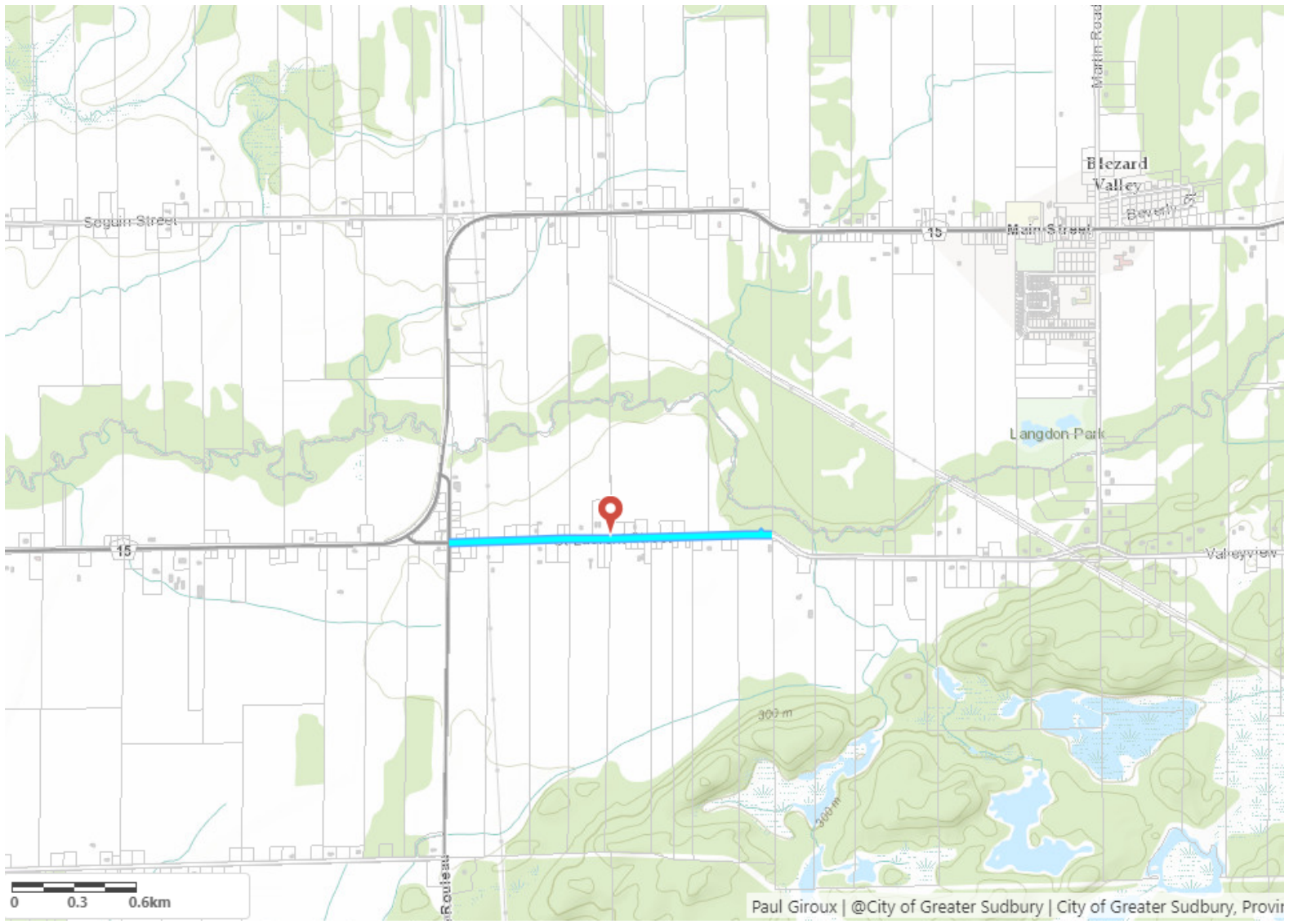
Clerk initial

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Ontario Ombudsman Report

Presented To:	City Council
Meeting Date:	June 15, 2021
Type:	Managers' Reports
Prepared by:	Eric Labelle Clerk's Services
Recommended by:	General Manager of Corporate Services

Report Summary

This report attaches a report from the Ontario Ombudsman regarding their investigation into a meeting held by the City of Greater Sudbury on January 12, 2021.

Resolution

That the City of Greater Sudbury approves the recommendations of the Ontario Ombudsman in their report dated May 2021 regarding an investigation of a meeting held by the City of Greater Sudbury on January 12, 2021, as outlined in the report entitled, "Ontario Ombudsman Report", from the General Manager of Corporate Services, presented at the City Council meeting on June 15, 2021.

Relationship to the Strategic Plan, Health Impact Assessment and Community Energy & Emissions Plan (CEEP)

This report refers to operational matters and has no direct connection to the Community Energy and Emissions Plan.

Financial Implications

There are no financial implications associated with this report.

Background

Pursuant to the *Municipal Act, 2001* (the "Act"), a person may request an investigation regarding whether a municipality has complied with the requirements of section 239. Section 239 of the Act contains the general requirement that meetings of a Council or its committees shall be open to the public. There are exceptions to the general rule for open meetings that allow meetings to be closed to the public where the subject matter is one that fits the criteria in subsections 239(2), (3) or (3.1).

The Ontario Ombudsman is the City of Greater Sudbury's closed meeting investigator. The Ombudsman received a complaint regarding a closed meeting of City Council held on January 12, 2021. The Ombudsman's final report and recommendations are appended to this report.

In summary the Ombudsman found that the subject matter discussed at the meeting in question was properly closed to the public as it complied with the closed meeting exceptions cited. The Ombudsman did find, however, that the commencement of the meeting where a resolution is passed to move to closed session was not compliant with the open meeting requirements as such portion was not livestreamed to the public.

Following a practice that predates the pandemic, City Council has historically commenced closed meetings in a committee room at Tom Davies Square with the door open allowing the public to attend. The meeting which typically has a duration of a few minutes involves a call to order, a roll call and the consideration and passage of a resolution moving to closed session after which the door to the committee room is closed and the public is no longer permitted to attend for the duration of the closed meeting.

The pandemic brought about processes for electronic meetings and restricted the ability for members of the public to attend meetings in person. In no way arising from a decision of City Council to not comply with open meeting processes, the process for the commencement of closed meetings continued to follow the historical practice and the Ombudsman's review was beneficial in identifying this issue. Upon review of the Ombudsman's draft report, City Council immediately directed the Clerk to commence livestreaming open meetings of Council or its committees where the public is not permitted to attend in person.

As of May 5, 2021, the Clerk's Section has implemented a process to livestream the brief open meetings held prior to a closed session Council or its committees.



Ombudsman Report

**Investigation into a meeting held by
the City of Greater Sudbury on January 12, 2021**

**Paul Dubé
Ombudsman of Ontario
May 2021**

Complaints

- 1 My Office received a complaint about a meeting held by council for the City of Greater Sudbury (the “City”) on January 12, 2021.
- 2 The complaint alleged that council discussed the Kingsway Entertainment District *in camera* and that this topic did not fit within the exceptions in the *Municipal Act, 2001* (the “Act”) that were cited in council’s resolution to go into closed session.
- 3 The complaint also alleged that council’s resolution to go *in camera* was not passed during a part of the meeting that was open to the public.

Ombudsman jurisdiction

- 4 Under the *Municipal Act, 2001*, all meetings of council, local boards, and committees of council must be open to the public, unless they fall within prescribed exceptions.¹
- 5 As of January 1, 2008, the Act gives anyone the right to request an investigation into whether a municipality has complied with the Act in closing a meeting to the public. Municipalities may appoint their own investigator. The Act designates the Ombudsman as the default investigator for municipalities that have not appointed their own.
- 6 The Ombudsman is the closed meeting investigator for the City of Greater Sudbury.
- 7 When investigating closed meeting complaints, we consider whether the open meeting requirements of the Act and the municipality’s governing procedures have been observed.
- 8 Our Office has investigated hundreds of closed meetings since 2008. To assist municipal councils, staff, and the public, we have developed an online digest of open meeting cases. This searchable repository was created to provide easy access to the Ombudsman’s decisions on, and interpretations of, the open meeting rules. Council members and staff can consult the digest to inform their discussions and decisions on whether certain matters can or should be discussed in closed session, as well as issues related to open meeting procedures. Summaries of the Ombudsman’s previous decisions can be found in the digest: www.ombudsman.on.ca/digest.

¹ S.O. 2001 C. 25.

Investigative process

- 9 On January 22, 2021, we advised the City of our intent to investigate this complaint.
- 10 My staff reviewed the City's procedure by-law and relevant portions of the Act. We reviewed the meeting records, including the agenda, open and closed session minutes, and the archived broadcast of the meeting.
- 11 We spoke with the complainant, as well as the Mayor and the City Clerk/Solicitor, to obtain additional information about the meeting and the City's modified procedure for holding meetings electronically as a result of the COVID-19 pandemic.
- 12 My Office received full co-operation in this matter.

Procedural by-law

- 13 The City's procedure by-law (By-law 2019-50) states that meetings may be closed to the public in accordance with section 239 of the *Municipal Act, 2001* provided that council pass a resolution stating the reason for closing the meeting and the general nature of the subject matter to be considered.
- 14 Section 11 of the by-law provides that closed meetings shall be scheduled immediately prior to a regular or special meeting of council and shall recess at least ten minutes prior to the time scheduled for the commencement of the regular or special meeting, unless otherwise determined by the Clerk.
- 15 The by-law also provides that closed meetings of council shall be chaired by the Deputy Mayor, and that the Chair shall report back to the public after council reconvenes in open session.

Electronic meetings

- 16 Following amendments to the *Municipal Act* made by the *Municipal Emergency Act, 2020* and the *COVID-19 Economic Recovery Act, 2020*, a municipality's procedure by-law may now allow members to participate electronically in a meeting "to the extent and in the manner set out in the by-law."² Members participating electronically can also be counted towards quorum.

² *Municipal Act, 2001*, S.O. 2001 C. 25 at s. 238(3.3).

- 17 While these amendments allow for some additional flexibility in conducting meetings through electronic participation, they did not create any new exceptions to the open meeting rules, or change any of the applicable procedural rules. Municipal meetings are still required to be open to the public, unless the topic of discussion fits within one of the exceptions set out in the Act. Notice of meetings must still be provided in accordance with the procedure bylaw, meeting minutes must be recorded, and a resolution must be passed in open session before the meeting can be closed to the public.³
- 18 Council amended the City's procedure by-law to provide for members to participate electronically in both open and closed meetings and be counted towards quorum. Members are to advise the Clerk and Chair of their intention to participate electronically in a meeting.⁴
- 19 The procedure by-law as amended indicates that the Chair, in consultation with the Clerk, shall determine any procedures required to ensure that meetings conducted with electronic participation are in compliance with the requirements of the *Municipal Act*.

January 12, 2021 meeting

- 20 The agenda for the January 12 council meeting indicated that it would be broadcast online and on television in real time and would also be saved for public viewing on the City's website. Members of the public were not permitted to observe the meeting in-person due to restrictions related to COVID-19.
- 21 The agenda indicated that council would hold a closed meeting at 4:00 p.m. in a committee room and by electronic participation to discuss two topics:
 - one (1) Information Supplied in Confidence item regarding the City of Greater Sudbury Community Development Corporation and one addendum to deal with one (1) Personal Matter (Identifiable Individual(s)) item regarding an employment matter in accordance with the *Municipal Act, 2001*, s. 239(2)(b) and (i).
- 22 The agenda also indicated that council would hold an open session at 6:00 p.m. in council chambers and by electronic participation to address the rest of the items on the agenda.

³ *Russell (Town of) (Re)*, 2020 ONOMBUD 1 (CanLII), <<https://canlii.ca/t/j6n2t>>.

⁴ By-law 2020-137.

- 23 The closed session minutes indicate that the meeting began at 4:00 p.m. and that council passed a resolution to go *in camera* at 4:02 p.m. This portion of the meeting was not broadcast to the public.
- 24 According to the closed session minutes and interviews conducted with individuals present during the meeting, staff provided an update to council about confidential information received from third parties regarding a development proposal. We were told that the third parties had specifically requested that the information remain confidential.
- 25 Council then proceeded to discuss a matter involving an individual employed by the City. Council also had the opportunity to consult with the City's external legal counsel about this matter, who participated electronically for part of the meeting.
- 26 Council then recessed from closed session at 8:20 p.m.
- 27 We were told that discussion about the second closed session agenda item took much longer than anticipated, and that the City's closed meetings typically conclude prior to the scheduled start time of the open session at 6:00 p.m. Between 6:00 p.m. and 8:50 p.m. a message was displayed on the live broadcast indicating that the meeting would begin later than originally scheduled.⁵
- 28 According to the closed session minutes and interviews conducted with individuals present during the meeting, council did not discuss the Kingsway Entertainment District at any point during the closed session.
- 29 Council convened in council chambers in open session at 8:50 p.m. and a live broadcast commenced at that time. A roll call was conducted to confirm that members of council had logged in to the electronic meeting.
- 30 The Mayor then made brief introductory remarks and noted that because the closed session had gone longer than anticipated, council might not be able to discuss all the outstanding agenda items. The Mayor commented upon newly announced public health restrictions related to COVID-19, and stated that he would be directing staff to prepare an updated report on the Kingsway Entertainment District project. The Mayor asked that further discussion on this topic wait until updated information was available to council.
- 31 The Deputy Mayor then reported back on the two topics discussed in closed session and stated that no direction or resolution arose from the meeting.

⁵ <https://livestream.com/greatersudbury/events/9464845/videos/215956606>

32 Council then proceeded to deal with other business. The meeting was adjourned at 9:05 p.m.

Analysis

33 The complainant who requested that my Office investigate this matter inferred from the Mayor's remarks in open session that the Kingsway Entertainment District had been discussed *in camera*, even though it had not been listed in the agenda or report back provided by the Deputy Mayor.

34 This topic was not discussed during the closed session held on January 12. We found that both topics discussed *in camera* fit the exceptions cited.

Applicability of the exception for personal matters about identifiable individuals

35 The “personal matters” exception applies to discussions that reveal personal information about an identifiable individual, where an individual could reasonably be expected to be identified if the information were disclosed publicly.⁶

36 While information that pertains to an individual in their professional capacity will not generally fit within the “personal matters” exception, it may still fit within the exception if it reveals something personal – for example, where it relates to the conduct or performance of an individual employee.⁷

37 Council's discussion *in camera* on January 12, 2021 involved consideration of an individual employee's conduct. Accordingly, this topic fit within this exception.

Applicability of the exception for information supplied in confidence by a third party

38 The exception under section 239(2)(i) of the Act applies to “a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive

⁶ *Ontario (Correctional Services) v. Goodis*, 2008 CanLII 2603 (ON SCDC), <<https://canlii.ca/t/1vkb1>>, at para 69.

⁷ *Aylmer (Town) (Re)*, 2007 CanLII 30462 (ON IPC), <<https://canlii.ca/t/1scqh>>; *Madawaska Valley (Township) (Re)*, 2010 CanLII 24619 (ON IPC), <<https://canlii.ca/t/29p2h>>.

position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization[.]”

- 39 As my Office has found in a previous investigation, a party’s assertion that they would like a particular discussion to remain private does not, on its own, mean that the topic can be discussed *in camera* under this exception.⁸
- 40 My Office has found that this exception is intended protect confidential information about third parties. In a report about the Municipality of St.-Charles, the Ombudsman found that discussion of a financial consultant’s report on municipal accounting practices did not fit within this exception.⁹ Although the consultant’s report was marked “supplied in confidence”, it summarized and analyzed information about the municipality, not information belonging to a third party.¹⁰
- 41 In this case, council for the City of Greater Sudbury received commercial and financial information from third parties that had been supplied in confidence to the municipality. Unlike in the St.-Charles case, this information belonged to the third parties rather than to the City.
- 42 Those we interviewed explained that discussions related to the project remained ongoing and that if disclosed, this information could prejudice the negotiating position of the parties involved in the proposal. We were told that if details of the proposal were made public, the third party proponents might be pressured to provide funding to other municipalities for similar projects and on similar terms.
- 43 Disclosure of the commercial and financial information supplied to the City by third parties could reasonably have been expected to interfere with the competitive position and negotiations of those third parties. Accordingly, this topic fit within the exception.

Failure to broadcast the passage of a resolution to go *in camera*

- 44 The Mayor and Clerk/Solicitor explained to my Office that prior to the imposition of restrictions on in-person attendance at meetings due to COVID-19, council met in a committee room before its regular meetings to conduct closed sessions. The door to this room was kept open and members of the public were welcome to attend and observe council pass a resolution to go *in camera*, at which point they would leave. After council rose from closed session, the rest of the meeting would be broadcast

⁸ *Brockville (City of)*, 2016 ONOMBUD 12 (CanLII), <<https://canlii.ca/t/h2ssr>>.

⁹ *St.-Charles (Municipality of) (Re)*, 2019 ONOMBUD 6 (CanLII), <<https://canlii.ca/t/j2p1h>>.

¹⁰ *Ibid.*

beginning at the time specified in the agenda and the public could also observe the meeting in person in council chambers.

- 45 However, on January 12, 2021, the public was not permitted to attend council chambers or the committee room to observe the meetings. The live broadcast of the open meeting began at 6:00 p.m. and did not capture council's resolution to go *in camera*, which was passed at approximately 4:00 p.m.
- 46 I recognize that municipalities have faced unprecedented challenges in adapting their operations during the COVID-19 pandemic, as applicable laws, best practices, and public health guidelines continue to evolve. Nevertheless, as my Office has noted in previous closed meeting investigation reports, the amendments to the *Municipal Act* permitting electronic participation in meetings did not change the fundamental requirement that meetings must be open to the public, which enables citizens to observe council proceedings in action.¹¹ The Supreme Court of Canada has determined that the open meeting requirements in the Act demonstrate that the public has “the right to observe municipal government in process”.¹²
- 47 Whenever the public is excluded from in-person attendance, it is imperative that the alternative electronic format selected enables the public to observe all portions of a meeting except a duly constituted closed session.
- 48 Pursuant to section 239(4) of the Act, members of the public are entitled to observe council passing a resolution stating the general nature of the topics to be discussed prior to holding a closed session.
- 49 This requirement is not a mere formality. As the Ontario Court of Appeal has explained, it allows the municipality to provide a general description of the matters to be discussed in a way that maximizes information available to the public without undermining the reason for closing the meeting.¹³
- 50 In previous reports issued by my Office, I have noted that the resolution to close a meeting cannot be passed when the meeting is already effectively closed to the public.¹⁴ Meetings must begin in open session and the public must be able to attend or otherwise observe that portion of the meeting, even if council plans to go *in camera* shortly thereafter.¹⁵ The inclusion of

¹¹ *Westport (Village of) (Re)*, 2021 ONOMBUD 5 (CanLII), <<https://canlii.ca/t/jdpvc>>.

¹² *London (City) v RSJ Holdings Inc.*, 2007 SCC 29, at para 32, <<https://canlii.ca/t/1rtq1>>.

¹³ *Farber v. Kingston (City)*, 2007 ONCA 173 (CanLII), <<https://canlii.ca/t/1qtzl>>.

¹⁴ *Burk's Falls / Armour (Village of / Township)*, 2015 ONOMBUD 26 (CanLII), <<https://canlii.ca/t/gtp6w>>.

¹⁵ *Richmond Hill (City of) (Re)*, 2021 ONOMBUD 8 (CanLII), <<https://canlii.ca/t/jf6b3>>.

the proposed resolution to go *in camera* on an agenda circulated prior to the meeting cannot substitute for inviting the public to observe the passage of the resolution in an open meeting.

Opinion

- 51 Council for the City of Greater Sudbury did not discuss the Kingsway Entertainment District *in camera* on January 12, 2021.
- 52 The topics discussed by council under the exceptions for personal matters about an identifiable individual and information supplied in confidence from a third party fit within those exceptions.
- 53 However, council contravened the Act when it passed a resolution to go *in camera* in a portion of the meeting that was effectively closed to the public, as the public was unable to attend in-person or observe a live broadcast.
- 54 I urge the City of Greater Sudbury to consider all available options to ensure that the public's right to observe municipal meetings is upheld in full and that all portions of such meetings are broadcast live when there are restrictions on in-person attendance.

Recommendations

- 55 I make the following recommendations to assist the City of Greater Sudbury in fulfilling its obligations under the Act and enhancing the transparency of its meetings:

Recommendation 1


All members of council and committees for the City of Greater Sudbury should be vigilant in adhering to their individual and collective obligation to ensure that the municipality complies with its responsibilities under the *Municipal Act, 2001* and its procedure by-law.

Recommendation 2

Council for the City of Greater Sudbury should ensure that the public is able to observe all open portions of meetings held by council and its committees, including resolutions to go *in camera*.

Report

- 56 Council for the City of Greater Sudbury was given the opportunity to review a preliminary version of this report and provide comments to my Office. In light of the restrictions in place related to COVID-19, some adjustments were made to our normal preliminary review process and we thank council and staff for their co-operation and flexibility. The comments we received were considered in the preparation of this final report.
- 57 This report will be published on my Office's website, and should be made public by the City of Greater Sudbury as well. In accordance with s. 239.2(12) of the *Municipal Act, 2001*, council should pass a resolution stating how it intends to address this report.



Paul Dubé
Ombudsman of Ontario

Authorization of Investment - Downtown Business Incubator

Presented To:	City Council
Meeting Date:	June 15, 2021
Type:	Managers' Reports
Prepared by:	Josée Pharand Economic Development
Recommended by:	Chief Administrative Officer

Report Summary

This report provides a recommendation from the Greater Sudbury Development Corporation (GSDC) regarding Council’s authorization of an investment of up to \$1,159,177 over four years from the Community Economic Development (CED) Fund to support the establishment of a Downtown Business Incubator.

Resolution

WHEREAS the agreed terms of partnership between the City of Greater Sudbury Community Development Committee, operating as the Greater Sudbury Development Corporation (or GSDC) and the City of Greater Sudbury state that all funding investments of \$250,000 or greater require authorization of Council;

AND WHEREAS the Downtown Business Incubator advances the City’s objectives related to Business Attraction, Development and Retention as well as Economic Capacity and Investment Readiness and Community Vibrancy, and is noted as a strategic goal within the City’s *Strategic Plan 2019-2027*;

THEREFORE BE IT RESOLVED that upon recommendation by the Greater Sudbury Development Corporation, the City of Greater Sudbury hereby approves an investment of up to \$1,159,177 over four years (including contributions of \$309,998, \$305,470, \$297,381 and \$246,327 from 2021-2024 respectively), to be funded from the Community Economic Development (CED) Fund;

AND THAT this contribution will support the establishment of the Greater Sudbury Downtown Business Incubator to foster early-stage, innovative, high growth potential business start-ups across a spectrum of sectors and industries as outlined in the report entitled “Authorization of Investment – Downtown Business Incubator”, from the Chief Administrative Officer, presented at the City Council meeting on June 15, 2021.

Relationship to the Strategic Plan, Health Impact Assessment and Community Energy & Emissions Plan (CEEP)

This report refers to the goal of supporting Business Attraction, Development and Retention as identified in the City of Greater Sudbury Strategic Plan, and also addresses objectives related to Economic Capacity & Investment Readiness as well as Community Vibrancy. These goals are advanced through the creation of economic development initiatives that support existing businesses, attract new businesses and promote entrepreneurship within our community. Further, under Goal 2.1, the *Strategic Plan 2019-2027* refers

explicitly to “support the establishment of the Downtown Business Incubator, a physical space and associated programming to help new business startups launch and scale-up”. These goals and initiatives align well with the intent of the Downtown Business Incubator, which aims to create a hub of economic activity in Greater Sudbury that supports early stage, innovative, high growth potential business start-ups across a spectrum of sectors/industries while supporting the further development of the community’s growing entrepreneurship and innovation ecosystem.

Financial Implications

If approved, up to \$1,159,177 over four years (\$309,998, \$305,470, \$297,381 and \$246,327 from 2021-2024 respectively) will be funded from the Greater Sudbury Development Corporation’s Community Economic Development Fund, which receives funding through an annual grant from the City of Greater Sudbury.

Background

Report Purpose

The purpose of this report is to seek Council’s authorization for GSDC funding for the establishment of the Downtown Business Incubator. This funding leverages previously approved funds from FedNor to create a hub of economic activity in Greater Sudbury that supports early stage, innovative, high growth potential business start-ups across a spectrum of sectors/industries. If approved, the City of Greater Sudbury, via the GSDC and with the support of the City’s Economic Development division, would collaborate with NORCAT and the Greater Sudbury Chamber of Commerce to establish the Incubator in the downtown core.

Project Description

The Downtown Business Incubator will allow the City of Greater Sudbury’s Regional Business Centre, (which operates as part of the City’s Economic Development division) to collaborate with NORCAT and the Greater Sudbury Chamber of Commerce to establish an Incubator program. This initiative will in turn create a hub of economic activity in Greater Sudbury that supports early stage, innovative, high growth potential business start-ups across a spectrum of sectors/industries. The Downtown Business Incubator will:

- Contribute to sustainable job creation, and provide enhanced economic growth opportunities for Greater Sudbury, while assisting and supporting the further development of Sudbury’s growing entrepreneurship and innovation ecosystem.
- Provide a competitive, application-based program that will focus on innovative high-growth/scalable firms in Greater Sudbury. Successful applicants will be given office space, and access to a number of resources, including mentorship, workshops, subject matter experts, and opportunities to raise capital in order to grow and scale their venture. There will be established check-in points throughout the program where the Program Coordinator and the resident will review milestones and progress.
- Engage participating startup companies committed to a minimum of 20 hours per week and a maximum stay of 12 months in the space. Exceptions may be made to extend the stay, with a hard cap on 24 months. It must be stressed that the Incubator is not simply a new piece of commercial real estate offering discounted space to entrepreneurs, but rather a tailored entrepreneurship support program aimed at maximizing their likelihood of success.
- Build capacity within each startup company so that they can commercialize their product/service, generate early revenue, raise capital, create knowledge-based jobs and graduate into spaces of their own. It will also provide amenities and resources in order to reduce barriers for potential high-growth

firms so that they can concentrate on building and scaling their business and commercializing their product or service.

- Enhance the City's efforts in growing Greater Sudbury's tech ecosystem, retaining and attracting talent as a result of the development of interesting and competitive startups, and attracting and mobilizing capital in the community.
- Focus attention and resources in Downtown Sudbury as a means of encouraging increased foot traffic in the area, contributing to downtown revitalization and helping to foster the startup and growth of new companies that will eventually 'graduate' from the incubator and move into other commercial spaces in the downtown up as they grow.

In addition, the following benefits are also anticipated:

- Talent retention/attraction – more competitive startups will raise more capital and be able to offer competitive salaries to the talent they need to grow their ventures
- Investments in startup companies from outside of the Greater Sudbury region
- The enhancement of the local innovation ecosystem resulting from the resources brought to bear as part of this project and as a result of graduating competitive, high-growth startup ventures.
- Continuing to build on a culture of innovation and entrepreneurialism
- Create a pipeline of eligible startups for the Sudbury Catalyst Fund

This project will have a lasting, positive impact on our community, both in terms of the economic benefits generated from the creation of competitive ventures, and more broadly on the maturing technology and innovation ecosystem present in Greater Sudbury.

Opportunity

In November 2015, the GSDC formally adopted a new economic development strategic plan entitled *From the Ground Up*. One of the goals identified in the Plan is the development of "a robust entrepreneurship ecosystem". In order for entrepreneurs to succeed in their ventures, they need access to the necessary resources. To ensure the success of local entrepreneurs, Objective 1.2 of the Plan seeks to "generate new business start-ups and encourage entrepreneurship in key sectors of the economy". Furthermore, action 1.2.1 states "Develop more virtual and physical business incubation spaces to encourage new business start-ups and increase their success rate, and foster an environment for job creation."

The Downtown Business Incubator will meet the growing needs of our community and aligns well with the City's Economic Support and Recovery initiatives.

The *Post-Viral Pivot* report released in April 2020 by the Innovation Economy Council states that even before COVID-19, Canada's technology startups were part of the vital ecosystem of companies that were leading the country in job creation and economic growth.

Over the years, the need for innovative companies has grown exponentially as people and businesses have had to adopt new technologies to work safely, efficiently and remotely. The shift from traditional to a tech-driven economy is being accelerated by the pandemic and innovations are being adopted out of sheer necessity. This new way of doing things will shape the post-pandemic economy and innovation across all sectors will become even more important than it is today.

The establishment of an Incubator will support and increase the potential success of innovative and tech-enabled companies in our community:

- A 2010 study by National Business Incubation Association (NBIA), found the survival rate for incubated companies, after five years, is 87 percent

- This is significant when compared with a survival rate of 44 percent for companies that did not launch from Incubators.
- Equally important is that 84 percent of companies that graduate from an Incubator stay in the communities where they were incubated.

Greater Sudbury is also one of the few major centres in the province without a dedicated incubation space. Furthermore, the establishment of a business Incubator dovetails well with the establishment of the Sudbury Catalyst Fund as it could create a pipeline of eligible startups for the Fund or potentially house and service start-ups receiving an investment from the Fund.

Through the Incubator, the City of Greater Sudbury has the opportunity to invest in future growth to emerge from the pandemic with new and lasting economic strength.

Expected Outcomes and Benefits

Over the length of the proposed project, it is anticipated that the Incubator will support 30 graduating companies and will create a minimum of 60 knowledge-based jobs. Furthermore, the virtual incubation services will provide increased access to business support services for additional start-ups. With the total project cost of \$2,074,697, the following return on investment can be calculated:

- 1 job created for every \$34,578 invested
- 1 business started, attracted, retained and/or expanded for every \$69,157 invested

To ensure the program is thriving, the following metrics will be collected on participating startups during their participation in the program and up to five years after their graduation:

- Number of jobs created by participating companies
- Number of companies participating in the program
- Number of companies that graduate from the program
- The amount of investment companies receive
- The amount of government funding companies receive

In addition to the measurable benefits listed above, the following benefits are also anticipated:

- Talent retention/attraction – more competitive startups will raise more capital and be able to offer competitive salaries to the talent they need to grow their ventures
- Investments in startup companies from outside of the Sudbury region
- The enhancement of the local innovation ecosystem resulting from the resources brought to bear as part of this project, and as a result of graduating competitive, high-growth startup ventures.
- Continuing to build on a culture of innovation and entrepreneurialism
- Create a pipeline of eligible startups for the Sudbury Catalyst Fund

Programming

While there are other organizations that offer startup and expansion support in the community, none offer the in-depth incubation and support services offered by the Downtown Incubator, including the innovation hub operated by NORCAT.

It should be noted that NORCAT Innovation, a key partner in the project, has been actively engaged and supportive in the development of differentiated incubation services that will be significantly more accelerated, regimented and scheduled than existing programming provided by the Regional Innovation Centre.

Currently, NORCAT Innovation operates a rolling intake process. New startups are connected with mentors and other community resources on an ad hoc or as needed basis. The onus is on the startup founders to follow-up and complete their “homework”. The path forward is loosely defined and staff work at the pace of the founder. There is no obligation to engage with mentors or to participate in intermittently scheduled workshops and startups are welcome to live within the space for indefinite lengths of time.

The Downtown Incubator program will offer similar resources, but they will be delivered in a much more formalized and prescribed way. The Downtown Incubator will adopt a competitive application process to select the six highest quality applicants to participate in the accelerated 12-month cohort of the program. The program will be modeled after the Starter Company Plus program which the Regional Business Centre has successfully delivered since 2017. To remain within the space, participating firms must be actively engaged in programming through their participation in a number of regularly scheduled mandatory and elective workshops, scheduled check-ins with mentors as well as the expectation to set and meet milestones. By adopting a consistent cohort training model that requires founders to participate in mandatory core workshops and select sessions from a number of elective topics, it will allow startups to tailor the training program to their individual needs. The program will provide participating firms with the support to grow and graduate out of the space after 12 months thus regularly growing the pool of businesses seeking new real estate opportunities and contributing to Downtown revitalization.

Benefits to Participating Businesses

According to Innovation, Science & Economic Development Canada statistics, approximately 96% of small businesses (1-99) survive for one full year, 85% survive for three years and 70% survive for 5 years. An Industry Canada study cites that the main reason for business failure is inexperienced management that does not have the knowledge or vision to run their business.

The Incubator will support entrepreneurs in the following areas to increase their likelihood of success:

Strategic Focus (Leadership, management, planning): Passion and a great idea are not enough to succeed in business. Successful businesses have leaders with a strategic vision who can communicate effectively, make sound decisions as well as inspire and mobilize a team.

Incubator programming will leverage industry expertise to facilitate workshops and provide mentorship to clients on a variety of specialized topics including business planning, HR practices, leadership, market research, sales & marketing, etc.

Seeking professional advice: One of the most common mistakes an entrepreneur can make is not seeking professional advice. Successful business owners are aware of their own strengths and must be open to advice in areas of weaknesses.

The Incubator will create an environment where it is not only accepted but encouraged to seek feedback, support and advice. Through mentoring, programming and a co-working space, entrepreneurs will consistently have access to professional advice from industry experts and experienced entrepreneurs that can help them develop a feasible business model, stay on track and move forward, avoid making mistakes, access data or knowledge that the average business owner cannot, test ideas, create efficiencies, plan for growth, etc.

Building a personal network: Networking is essential for thriving and successful businesses. Through networking, entrepreneurs build relationships with others that expand the business’ ability to find new customers, partner and grow. As a business’s network grows, so does its resources and potential for success.

The Incubator will provide entrepreneurs with the opportunity to collaborate and network with like-minded innovative entrepreneurs, mentors, workshop facilitators and community members through a collaborative space, events and engaging programming.

The Regional Business Centre has seen the benefit of fostering these collaborative environments through the weekly programming delivered in the Starter Company Plus program. Participants of the program use each other as sounding boards, promote each other and collaborate on projects.

Overcoming financial challenges: By providing amenities and resources at reduced costs during the first year of business, the Incubator will reduce barriers for potential high growth firms so that they can concentrate on building and scaling their business and commercializing their product or service.

Furthermore, Incubator programming and mentors will provide entrepreneurs with access to angel investors and venture capitalists as well as refer them to the appropriate funding and financing sources.

Location

The location is an important consideration in the establishment of an Incubator space. To be successful, the space must be designed to maximize opportunities for “collisions” between program participants and create a dynamic environment that fosters a feeling of creativity, innovation, collaboration and entrepreneurship.

Staff worked with the City’s Real Estate department to identify potential spaces for the Incubator. Using a site selection matrix to ensure a fair and transparent evaluation process, a team of staff convened to evaluate five sites that were identified as available and potentially suitable.

Given the results of the analysis undertaken, staff have selected the most suitable site for the Downtown Business Incubator and will be recommending it to Council to obtain required authorization to enter a lease agreement, pending approval of required funding.

Leasehold Improvements

The preferred location would require up to \$253,847 in leasehold improvements which includes costs associated with architecture, interior design and construction management. Staff will work with the landlord to minimize leasehold improvement costs despite the rising costs in construction material due to COVID-19.

Leasehold improvements necessary to accommodate the functional needs of the Incubator:

- 1 reception desk
- 5 offices (2 Incubator staff, 2 Entrepreneurs In Residence and 1 rotational ecosystem stakeholder)
- 1 small breakout room
- 1 large boardroom for 15-20 people
- Small lounge area
- Large open area that would allow for configurable desks for 12 people (adjustable and movable based on the need of each cohort)
- Kitchen
- Accessible washroom
- 4-6 hot desks

Project Timeline

Staff are proposing the following timeline which includes time needed to complete leasehold improvements, promote the program and finalize programming before the space is ready to welcome its first of five cohorts of participants.

Careful consideration was also given to determine the launch date for the first cohort of the program. Based on the Regional Business Centre’s extensive experience in promoting programs, recruiting and selecting participants and delivering structured programming, it is recommended that the first intake be launched in March 2022 with overlapping training between cohorts to allow for participant schedule flexibility as well as to

encourage networking and collaboration between participants of each cohort.

Project Milestones	Timing	
	Start month/year	End month/year
•Site visits, evaluation and selection	December 2020	April 2021
•Lease review & negotiations	May 2021	May 2021
•GSDC funding approved by Council	June 2021	June 2021
•Prepare and present report to Planning Committee	May 2021	June 2021
•Recruit program staff - Program Coordinator and Marketing & Community Officer	May 2021	June 2021
•By-Law approved by City Council to sign lease agreement	July 2021	July 2021
•Develop marketing materials, branding and online presence •Develop website •Intake form •About Incubator program & FAQ •Translation of content	July 2021	November 2021
•Finalize program •Schedule service providers and facilitators for workshops •Key dates and milestones established for startups •Recruit Entrepreneurs in Residence	July 2021	December 2021
•Space design & leasehold improvements	August 2021	December 2021
•Purchase furniture and other amenities •Begin marketing campaign for Incubator program •Solicit applications for first cohort	December 2021	February 2022
•On-going promotion • Review applications and invite startups into space	January 2021	February 2022
• First cohort starts in space • Programming begins	March 2022	August 2022
• Second cohort starts • Programming Audit	September 2022	February 2023
• Third cohort starts	March 2023	August 2023
• Fourth cohort starts	September 2023	February 2024
• Fifth cohort starts	March 2024	August 2024
• Programming Audit	September 2024	October 2024

Project Costs

Expenditures	Year 1 2021	Year 2 2022	Year 3 2023	Year 4 2024	Total
Capital Expenses					
Capital Equipment / Furniture / Fixtures	\$102,201	\$95,235	\$19,243	\$8,487	\$225,166
Leasehold Improvements	\$244,351	\$2,500	\$2,500	\$4,496	\$253,847
Operating Expenses					
Marketing	\$56,801	\$35,067	\$33,209	\$24,983	\$150,061
Translation	\$8,500	\$5,500	\$5,500	\$5,500	\$25,000
Programming	\$4,901	\$103,700	\$124,609	\$111,296	\$344,506
Office Supplies & Services	\$7,451	\$47,067	\$47,475	\$36,451	\$138,445
Staffing	\$100,801	\$173,167	\$177,358	\$147,896	\$599,223
Insurance	\$700	\$4,326	\$4,456	\$2,971	\$12,452
Lease & Utilities	\$20,507	\$80,283	\$104,540	\$97,312	\$302,642
Telephone & Internet	\$1,350	\$8,100	\$8,343	\$5,562	\$23,355
Total Expenses	\$547,563	\$554,947	\$527,233	\$444,954	\$2,074,697

Project Financing

Revenues	Status	Year 1 2021	Year 2 2022	Year 3 2023	Year 4 2024	Total	%
GSDC	Pending	\$309,998	\$305,470	\$297,381	\$246,327	\$1,159,177	56%
FedNor	Confirmed	\$237,564	\$168,127	\$122,002	\$104,227	\$631,920	30%
Greater Sudbury Chamber of Commerce	Confirmed	\$0	\$5,000	\$5,000	\$5,000	\$15,000	1%
Revenue – Rental and Sponsorship	Pending	\$0	\$76,350	\$102,850	\$89,400	\$268,600	13%
Total Expenses		\$547,563	\$554,947	\$527,233	\$444,954	\$2,074,697	

Due Diligence

In early 2018, the development of a Downtown Business Incubator was identified as a priority by the Greater Sudbury Development Corporation (GSDC) Board of Directors. This priority was reaffirmed by the Board in 2019. As a result, the City of Greater Sudbury, NORCAT and the Greater Sudbury Chamber of Commerce developed a partnership to move the project forward under the coordination of the Economic Development Division's Regional Business Centre.

On December 6th, 2018, the GSDC approved an investment from the CED Fund of \$210,493 to establish a business Incubator contingent upon securing matching funds from federal and provincial funding agencies. The City of Greater Sudbury, the lead applicant, worked with the project partners to develop a Phase 1 application which was submitted to FedNor and NOHFC on February 13th, 2019. The initial applications were approved by both agencies to move forward to the next phase and a Phase 2 application was subsequently submitted to both agencies on July 8th, 2019.

On March 4th 2020, FedNor approved the Phase 2 application contingent upon securing necessary funding from NOHFC or an equivalent government source.

On November 2, 2020, approximately 15 months after the Phase 2 application was submitted, staff were informed that the NOHFC Board of Directors declined the proposal. A letter of appeal was submitted in

December 2020, but this request was ultimately declined in April of this year.

Given the challenges with obtaining provincial funding for this program, staff brought forward the updated Downtown Incubator project to the CED Committee for review and consideration of additional funding from the GSDC. At its May 12, 2021 meeting, the GSDC Board of Directors approved an investment of up to \$1,159,177 to support the establishment of the Downtown Business Incubator, subject to authorization by Council (as per the partnership between the GSDC and City Council).

It should be noted that since 2018, staff have prepared for the development of a successful Incubator through the following activities:

- Participation in a variety of Incubator-related workshops hosted by the Economic Developers Association of Canada (EDAC) and the Economic Development Council of Ontario (EDCO)
- Tours of Incubator facilities in other communities to meet with lead staff to discuss programming, services, client relationship management, funding, etc.
- Extensive consultations with the Manager of an Incubator of similar size and scope.

The information provided from these interactions was fundamental in the development of the project plan. Additionally, staff and members of the CED Committee diligently explored opportunities to allow the project to move forward in a cost-effective way. The Committee has been instrumental in providing guidance and carefully reviewing the opportunity over many months.

Furthermore, despite pandemic-related challenges, it remains possible to move forward with the project by:

- Adopting recommended health and safety guidelines should they still be in place in March 2022
- Utilizing technology or a hybrid model to provide training, mentorship and coaching virtually
- Practicing physical distancing within approximately 5,000 sq. ft. of space through the appropriate furniture layout and scattered/scheduled use of space
- Maintaining the proposed 6 participant limit during the first 6-month intake (March 2022) and limiting the number of participants in future overlapping intakes if necessary (Intake 2: September 2022)

Next Steps

Should this investment be authorized by Council, staff will prepare a report to request that Council delegates the authority to negotiate and finalize the lease agreement with the landlord for the preferred location.

Resources Cited

Innovation Economy Council. (2020, August 24). *The Post-Viral Pivot: How Canada's Tech Startups Can Drive the Recovery from COVID-19*. <https://innovationeconomyCouncil.com/reports/the-post-viral-pivot-how-canadas-tech-startups-can-drive-the-recovery-from-covid-19/>

Population Health, Safety, and Well-Being Plan

Presented To:	City Council
Meeting Date:	June 15, 2021
Type:	Managers' Reports
Prepared by:	Sherri Moroso Community Development
Recommended by:	General Manager of Community Development

Report Summary

This report provides a recommendation to approve the Population Health, Safety, and Well-Being Plan for submission to the Province.

Resolution

THAT the City of Greater Sudbury approves the Population, Health, Safety, and Well-Being Plan for submission to the Province to meet the legislative requirements under the Safer Ontario Act, 2018, and as outlined in the report entitled "Population Health, Safety, and Well-Being Plan", from the General Manager of Community Development, presented at the City Council meeting on June 15, 2021.

Relationship to the Strategic Plan, Health Impact Assessment and Community Energy & Emissions Plan (CEEP)

This report refers to Creating a Healthier Community as identified in the Strategic Plan. This report will have a positive impact on the Social Determinants of Health in the area of Human Health/Well-being. There is no impact on the Community Energy & Emissions Plan (CEEP) associated with this report.

Financial Implications

There are no financial implications associated with this report.

Background

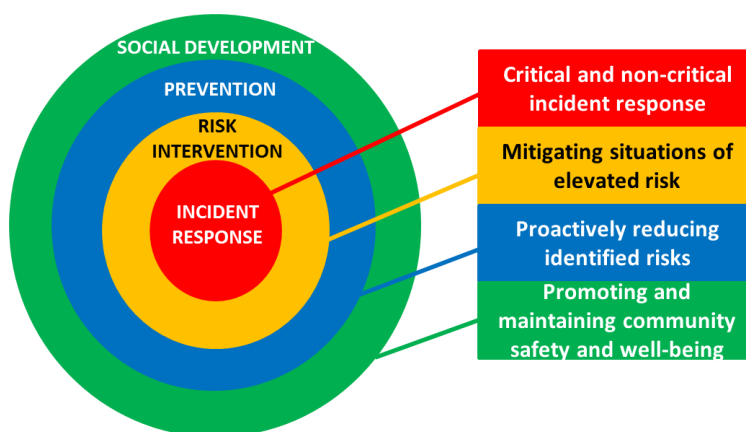
In 2018, the Greater Sudbury community came together to develop, "A Call to Action for Population Health: 2018 – 2028". This plan outlines efforts to address community safety, well-being, environmental sustainability, civic engagement and investments in social capital. Following this, the Province enacted legislative requirements under the Safer Ontario Act, 2018 for communities to establish a Community Safety and Well-Being Plan. Due to the Covid-19 pandemic, the deadline for this plan was extended to July 1, 2021.

The City of Greater Sudbury established the Population Health, Safety and Well-Being (PHSWB) Advisory Panel in February 2019 with a purpose to develop and implement a Community Safety and Well-being Plan. The Panel includes 17 members that represent multi-sectoral partnerships which are essential in developing strategies, programs and services to help minimize risk factors and improve the overall safety and well-being of our communities.

This Plan, included as Appendix A, captures our community's key priorities and risk areas that are evidence-based, completed by the collaborative efforts of agencies and residents to address safety and well-being. It is the community's sense of safety and well-being that is fundamentally important for quality of life and place.

Building upon the efforts of the "A Call to Action for Population Health: 2018 – 2028", the Panel opted to align the historical efforts of Population Health into the newly mandated Community Safety and Well-Being Plan. In addition, panel members shared data and other evidence to inform actions, indicators and outcomes, which will advise Council on the current needs of our City in order to ensure safety and well-being. It was recognized that the social determinants of health must be addressed in an upstream manner and that similar to most communities, mental health, addictions, affordable housing, social isolation and lack of programs and services, are key contributors to our current state.

The plan was developed using the Province's framework shown below.



The ultimate goal is to have community initiatives functioning in the 'green' zone which is optimal from a health and safety standpoint. Initiatives will focus on social development along with upstream efforts to improve overall social determinants of health.

The plan has four priority areas, each with identified calls to action, key indicators, and expected outcomes. The priority areas are Indigenous, Mental Health and Addictions, Housing and a Compassionate City.

The City of Greater Sudbury and community partners are committed to collaboratively removing the barriers that affect the health, safety and well-being of our community by putting this Plan into full action. Actions include using data obtained from health, social, police and other organizations to enable the PHSWB Panel to navigate issues that require a multi-sectoral response to improve life outcomes for all residents. All actions implemented will be measured and evaluated based on outcomes achieved, to ensure that collective actions are improving the overall population health and safety at both an individual level and community level.

Upon Council's approval of the Plan, it will be submitted to the Province via the Solicitor General's Office to meet the legislation requirements of the Safer Ontario Act, 2018. Moving forward, stakeholder groups, community leaders and panel members will funnel information through the PHSWB Advisory Panel on a quarterly basis for action and collaboration. A dedicated website page will be developed and an annual report will be provided to Mayor and Council to provide an update on the priorities and outcomes listed in the Plan. In addition, the plan is required to undergo a review every four years with submission to the Solicitor General's Office.

Resources Cited

Community Health, Safety and Well-Being Concept Report, Community Services Committee, June 18, 2018
<https://pub-greatersudbury.escribemeetings.com/FileStream.ashx?DocumentId=30942>

Population Health, Safety and Well-being Advisory Panel
<https://www.greatersudbury.ca/city-hall/get-involved/join-a-local-board-committee-or-advisory-panel/advisory-panels/population-health-safety-and-well-being-advisory-panel/>

Ministry of Solicitor General Community Safety and Well-being Planning Framework
<https://www.mcscs.jus.gov.on.ca/english/Publications/MCSCSSSOPlanningFramework.html>

Safer Ontario Act, 2018
<https://www.ontario.ca/laws/statute/s18003>

Population Health, Community Safety & Well-Being: A Made in Greater Sudbury Solution





INKED
by
ERICA BOTA



**City of Greater Sudbury
 Population Health - A Call to Action
 June 20, 2018**

This info graphic depicts the community's largest Population Health Safety & Well-Being engagement session which was held June 20th, 2018. Over 175 organizational leaders, front line staff, community network members, staff, etc... gathered at the Garson Community Centre/Arena to discuss questions and issues surrounding these ten priorities to continue moving solutions upstream and to determine the calls to action for each of the ten identified community priorities; Indigenous, Families, Resiliency, Mental Health & Addictions, Housing, Healthy Streets, Age Friendly Communities, Compassionate City, Play, Holistic Health. This consultation was the foundation for the overall Population, Health, Safety & Well-Being Plan.

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Mayor Brian Bigger

Message from the Mayor

Population health and community safety and well-being is a priority for the City of Greater Sudbury. We are committed to improving local supports, programs and services that benefit the residents in our community and recognize the need for a concerted effort to address complex social issues.

Focusing on Calls to Action, from the 2017 population health engagement sessions, and the City's current Strategic Plan, the City of Greater Sudbury has developed this Population Health Safety & Well-Being (PHSWB) Plan. This Plan is focused on being proactive and recognizing the social determinants of health that effect our safety and well-being. Empowering residents to recognize that multiple factors in the community affect individual health is essential in our population health approach.

We aspire to establish a community filled with resiliency and compassion, and a city where people feel safe and supported by their community. Citizens from across our community shared their stories and provided their input which has been incorporated into this plan.

On behalf of City Council, I would like to thank all staff, community members and multidisciplinary teams involved in this initiative. This is truly "A Made in Greater Sudbury Solution" and the City of Greater Sudbury is incredibly fortunate to have so many engaged partners. Their hard work to ensure the health and well-being of our citizens is most appreciated.

A handwritten signature in black ink, appearing to read "B. Bigger". The signature is fluid and cursive.

Mayor Brian Bigger



Marc Gauthier

Message from the Population Health, Safety & Well-being (PHSWB) Panel Co-Chairs

Creating healthy individuals and improving their quality of life will ensure a more fulfilling community for all.

The City of Greater Sudbury is implementing a **Population Health Safety & Well-Being (PHSWB) Plan** directed at Greater Sudbury's most vulnerable individuals. To the best of our ability, we have created a plan that includes actions to support services and programs that are easily accessible, affordable and universal. We recognize the need to target all individuals, including various age groups, family types and cultures. Strong social connections and support from community members, businesses, community social networks and other disciplines are also key to having a resilient and secure community.

A profound thank you goes out to all staff, community members and others who have helped in achieving and further developing our overall vision for the City of Greater Sudbury.



Robert Kirwan

Marc Gauthier
Directeur de L'Education/Director of
Education Conseil scolaire public du Grand
Nord de L'Ontario

Robert Kirwan
City Councillor

Acknowledgements

The City would like to acknowledge that we are located on the lands of the Robinson-Huron Treaty territory, the traditional territory of the Atikameksheng Anishnawbek, which includes two First Nations communities and several urban Indigenous organizations. We are grateful for the time and collaborative efforts of our Indigenous partners towards improving health, safety and well-being of all our residents.

As a population health approach, Ontario views the community safety and well-being of all citizens as a priority for our government. Addressing the root causes of societal challenges is essential for social development, prevention and effective risk interventions.

Although we have great support from law enforcement, community safety and well-being is a shared responsibility of all members of the community. In this Plan, we encourage multi-sectoral partnerships through innovative collaborations to minimize risks in the community and promote safety & well-being.

The strategies and actions in this document meet the needs of multiple groups, including those most vulnerable and victims of health inequities. The City's population health approach aspires to further develop and maintain feelings of safety and support among our citizens.

The City of Greater Sudbury has a long history of working collaboratively to advance Community Safety and Well-Being in our Community. We are well positioned to move forward with this Plan based on the developmental work completed and the numerous multiple collaborative strategies ongoing that are proactively addressing root causes and targeting local risks.

The PHSWB Advisory Panel would also like to acknowledge the contributions of the community and stakeholders through consultations, information sessions, community planning sessions and social network mapping and analysis, as well as the valuable contributions of all our partners. Thank you for making a difference in 'our shared responsibility.'



Photos in this document were taken prior to COVID-19 when masking and physical distancing guidelines were not yet in place.

Introduction

Greater Sudbury is geographically the largest city in Ontario and the most populous in northern Ontario with over 160,000 residents. For more than 100 years, our economy has been rooted in the mining sector, and while our mining roots continue to be a foundation of our economy, we are no longer simply a mining community. Our city is home to Health Sciences North, Northern Ontario's hub for health care. With our trio of outstanding post-secondary institutions, including Laurentian University, Cambrian College and Collège Boréal, Greater Sudbury is the educational capital of northern Ontario. We are home to the third largest French-speaking population in Canada outside of the province of Québec. We are also a leading destination for tourists, both regionally and nationally. Greater Sudbury is built on a foundation of diversity. Our Bridge of Nations recognizes and celebrates some of the many dozens of population groups who live and thrive in our community. Much of our strength lies in this diversity. The City of Greater Sudbury operates approximately 58 lines of business. This Plan captures our community's key priorities and risk areas that are evidence-based, completed by the collaborative efforts of all agencies and residents to address safety and well-being which is fundamentally important for the community's quality of life and place.

This plan was guided and developed through combined efforts of our Population Health, Safety & Well-Being Panel members by sharing data and other evidence needed to inform the actions and advise on the current needs of our City in order to ensure safety and well-being. We recognize that the social determinants of health need to be dealt with in an upstream manner and that similar to most communities, mental health, addictions, affordable housing, social isolation and lack of programs and services are key contributors to our current state.

This plan is needed, and the actions of our multiple partners and local residents are even more crucial to the work to be done in addressing social disorder along with improving the overall health, safety and well-being of our community. Greater Sudbury is renowned for its ability to bring partners together and is committed to this mandate by working towards upstream actions and initiatives to address the social determinants of health. The following is the panel member listing.



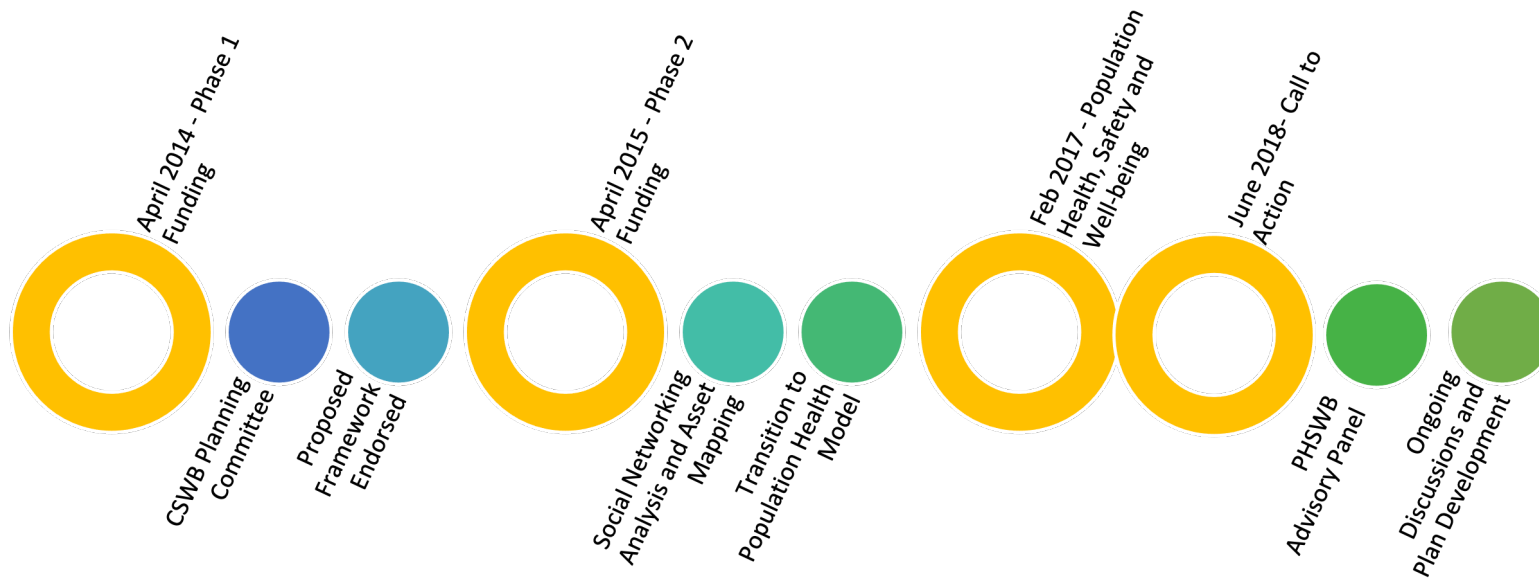
Population Health, Safety and Well-Being Advisory Panel

Last Updated: June 30, 2020

Representation	Member Name	Member Organization
Three (3) City Staff to lead/liaise the Population Health, Safety & Well-Being Panel/Plan Network	Steve Jacques Tyler Campbell Sherri Moroso	City of Greater Sudbury
One (1) representative of, and appointed by the Ngo Dwe Waangizjig 'We Are One' Urban Indigenous Sacred Circle	Angela Recollet (Until Circle determines individual)	Ngo Dwe Waangizjig 'We Are One' Urban Indigenous Sacred Circle
One (1) representative of, and appointed by the North East Local Health Integrated Network	Terry Tilleczek	Ontario Health
	Adam Day	Ontario Health
One (1) representative of, and appointed by Health Sciences North	Maureen McLelland Dr. Natalie Aubin	Health Sciences North (HSN)
One (1) representative of, and appointed by the Canadian Mental Health Association	Stephanie Lefebvre	Canadian Mental Health Association (CMHA)
One (1) representative of, and appointed by Public Health Sudbury & Districts	Dr. Penny Sutcliffe	Public Health Sudbury & Districts (PHSD)
One (1) representative of, and appointed by Centre de santé communautaire du Grand Sudbury	Denis Constantineau	Centre de santé communautaire du Grand Sudbury
One (1) representative from the local school boards and one (1) representative from the local post-secondary schools appointed by Council (preferably one French and one English representative)	Norm Blaseg	Rainbow District School Board (RDSB)
	Marc Gauthier	Conseil scolaire public du Grand Nord de l'Ontario
	Daniel Giroux	Collège Boréal

Representation	Member Name	Member Organization
One (1) representative of community or social services providers appointed by Council	Martin Boucher	Northern Institute for Social Action (NISA)
One (1) representative of community or social services providers to children or youth appointed by Council	Mark Fraser	Compass/Boussole/ Akii-Izhinoogan
One (1) representative of custodial services providers to children or youth appointed by Council	Elaina Groves	Children's Aid Society of The Districts of Sudbury and Manitoulin
One (1) member of City Council (to act as Co-chair)	Robert Kirwan	Ward 5 Councillor
	Bill Leduc	Ward 11 Councillor
	Joscelyne Landry-Altman	Ward 12 Councillor
Two (2) representatives appointed by the Greater Sudbury Police Services Board comprised of one (1) member of the Police Services Board and one (1) high ranking officer of the police service (for example Chief or Deputy-Chief of Police)	Frances Caldarelli	Greater Sudbury Police Services (GSPS) Board Member(s)
	Michael Vagnini	Greater Sudbury Police Services (GSPS) Board Member(s)
	Deputy Chief Sheilah Weber	Greater Sudbury Police Services (GSPS)
Three (3) community members or experts appointed by Council, representing the following: seniors, children and youth, vulnerable and/or at-risk individuals, multi-cultural groups, the housing sector, and recreation.	Jo-Anne Palkovits	St. Joseph's Health Centre
	Dr. Suman Koka	Northwood Medical Clinics
	Evelyn Dutrisac	Former CGS Councillor

Historical Timeline – Greater Sudbury’s Journey



The City of Greater Sudbury embarked on a journey towards ‘population health’ as part of its Healthy Community Initiative. This included efforts to address well-being, environmental sustainability, civic engagement and investments in social capital. In June 2018, the City and community partners hosted a community-wide effort to create “A Call to Action for Population Health: 2018 – 2028.”

This effort continues through the newly established Population Health, Safety and Well-Being Advisory Panel, which aligns with the provincial mandate to establish a Community Safety & Well-Being Plan. This strategic goal reflects the continued desire of City Council to effect change within the Greater Sudbury community to improve health, economic and social outcomes for its citizens.

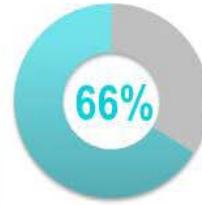
The City of Greater Sudbury’s ongoing efforts to improve community outcomes will be highlighted throughout the plan, as the community’s response to community, safety and well-being issues are described in the context of the Provincial Community Safety and Well-Being Planning Framework.

City of Greater Sudbury Health Overview

Rate their general health as “very good” or “excellent”¹



Rate their mental health as very good or excellent¹



51%

Meet the Canadian Physical Activity Guidelines¹



24%

Reported being a heavy drinker.¹



Males who reported having 5 or more drinks, or women having 4 or more drinks, on one occasion, at least once a month in the past year.

20%

Reported being a daily smoker¹



Proportion of food insecure households with children aged 4 to 17²

450



Premature deaths are those of individuals who are younger than age 75 per 100,000³



85.7%

Secondary School 5 Year Graduation Rate⁴

54%

Population who hold a Postsecondary certificate, diploma or degree⁴



85%

Students who met or exceeded provincial standard on the EQAO Grade 6 reading assessment⁴

¹ Canadian Community Health Survey - Annual Component (2), 2017-18. Geography: CMA. Statistics Canada. Table 13-10-0805-01 Health characteristics, two-year period estimates, census metropolitan areas and population centres

² Statistics Canada. Table 13-10-0815-01 Selected socio-demographic and health indicators to better understand the impact of school closures during the COVID-19 pandemic on children (various reference periods). Geography: Health Unit Region, 2020

³ Statistics Canada. Table 13-10-0753-01 Premature and potentially avoidable mortality, three-year period, Canada, provinces, territories, health regions (2018 boundaries) and peer groups. Geography: Health Unit Region, 2015-17

⁴ Ministry of Education. School Board Progress Reports <https://www.app.edu.gov.on.ca/eng/bpr/index.html>

Community Safety and Well-Being Government of Ontario Mandate

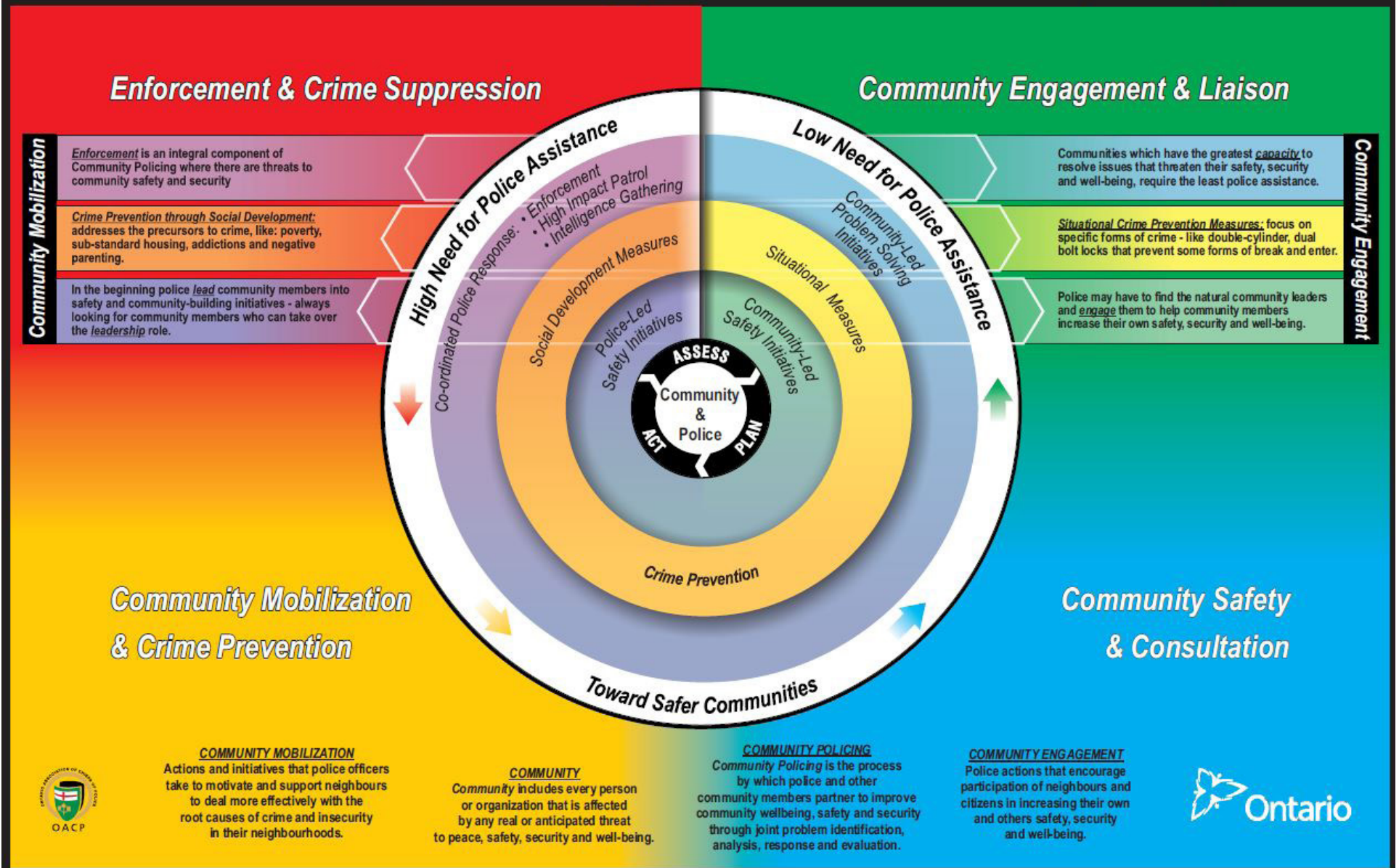
The Police Services Act of Ontario mandates that, “municipalities are required to develop and adopt community safety and well-being plans working in partnership with a multi-sectoral advisory committee comprised of representation from the police service board and other local service providers in health/mental health, education, community/social services and children/youth services.”



Source: Statistics Canada (2019, Greater Sudbury CMA) Tables 35-10-0177-01 and 35-10-0026-01

The mandate has additional requirements outlined in legislation pertaining to; conducting consultations, contents of the plan, monitoring, evaluating, reporting and publishing the plan. This approach allows municipalities to take the leadership role in defining and addressing priority risks in the community through proactive, integrated strategies that ensure vulnerable populations receive the help they need from the providers best suited to support them.

Ontario's Mobilization & Engagement Model of Community Policing



Four Levels of Intervention

What Is a Community Safety and Well-Being Plan?

"A community safety and well-being plan shall,

- a. Identify risk factors in the municipality or First Nation, including, without limitation, systemic discrimination and other social factors that contribute to crime;
- b. Identify which risk factors the municipality or First Nation will treat as a priority to reduce;
- c. Identify strategies to reduce the prioritized risk factors, including providing new services, changing existing services, improving the integration of existing services or coordinating existing services in a different way;
- d. Set out measurable outcomes that the strategies are intended to produce;
- e. Address any other issues that may be prescribed; and
- f. Contain any other information that may be prescribed"
(Section 251, Police Services Act)

The community safety and well-being planning framework, as illustrated in Figure 1, is the Province of Ontario's approach for municipalities, First Nations communities and their partners as they develop their local plans.

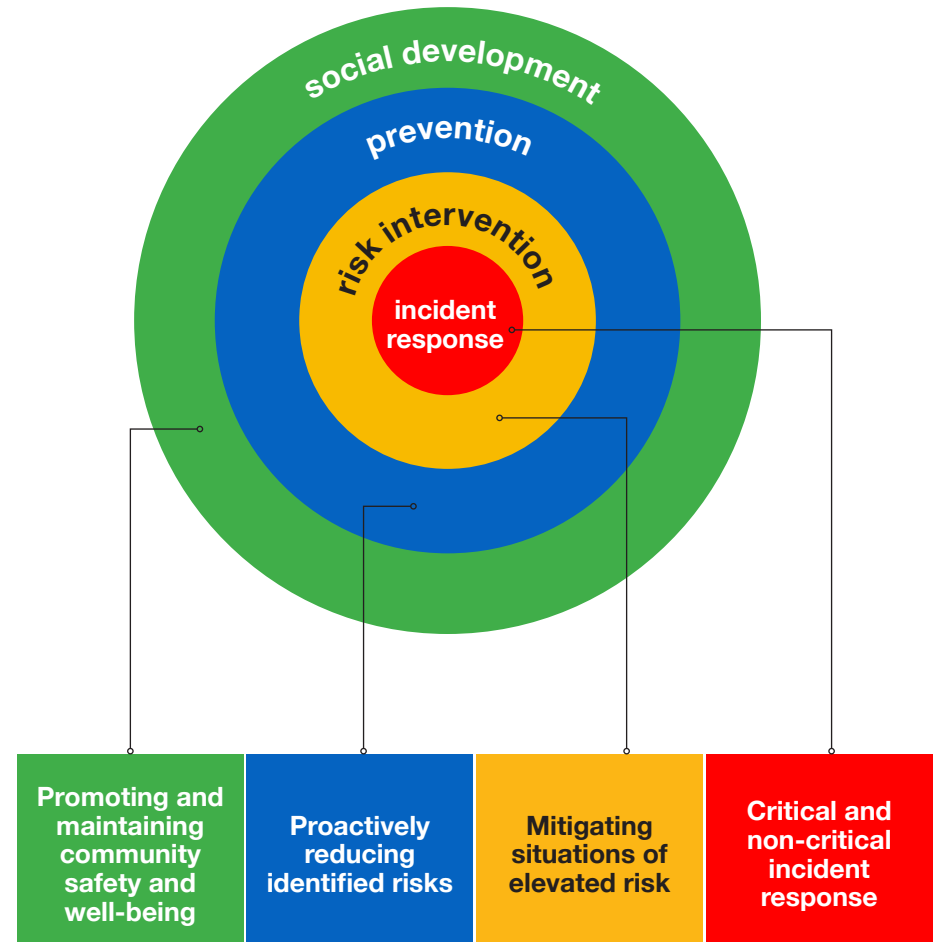


Figure 1: Community Safety and Well-Being Planning Framework

The City of Greater Sudbury Plan was completed by multiple agencies working to address complex social issues. The Plan includes this framework.

The ultimate goal is to have your community initiatives functioning in the green zone as this is optimal from a health and safety standpoint. This is where we would focus on social development and upstream efforts to keep residents safe and healthy. This action may take a long time before the final impacts are seen as the goal is to improve overall social determinants of health. The City's Homelessness Community Consultation is a great example of this zone.

The goal of the blue zone is preventative actions that would guide work towards the green zone to avoid reliant responses as found in the yellow or red zones. Proactive approaches, such as policies and programs, are grounded in evidence to address before they lead to crime. An example of this locally would be the use of the PHSWB priorities, which are included as part of all Council reports that go to the City. Staff must identify the priority being addressed and the expected impact.

The yellow zone is where individuals are acutely elevated and are at risk to themselves or others. This zone requires a collaborated approach to addressing escalated situations to try to mitigate the risk of harm that could occur just before the situation may happen. Our mobilization table is a prime example of this zone and often wrap around services are brought into play to address the urgent need.

The red zone is crisis mode and requires an immediate critical emergency response utilizing first responders. An example of this could be a fire in the community or an opioid death.

Highlighting Existing Local Initiatives within Planning Zones

The following section serves to highlight existing efforts, programs, services and initiatives within Greater Sudbury according to the Planning Zones. Many have been extremely beneficial to residents living within our community.



social development

Social Development – Promoting and Maintaining Community Safety and Well-Being

Social development requires long-term, multi-disciplinary efforts and investments to improve the social determinants of health (i.e. conditions in which people are born, grow, work, live, and age, such as education, early childhood development, food security, quality housing, etc.) and thereby reduce the probability of harm/victimization.

Ngo Dwe Waangizjik
“We Are One” Sacred Circle to provide wisdom, knowledge and guidance on this community priority

Seniors Advisory Panel to Mayor & Council’s Keeping Seniors Warm Initiative clothes 100 older adults in need of winter clothing each year

Public Health Sudbury & Districts has implemented an Indigenous Engagement Strategy– Four Strategic Directions:

1. Inform our work through Indigenous community
2. Engage in meaningful relationships to support Indigenous community well-being
3. Strengthen our capacity for a culturally competent workforce
4. Advocate and partner to improve health

Public Health Sudbury & Districts staff dedicated to leading and supporting implementation of Indigenous Engagement, Racial Equity, Health Equity, Public Mental Health and Health Promotion portfolios; engagement with community partners

City of Greater Sudbury obtained Age Friendly Designation and is also recognized for this work by the World Health Organization

- Housing Developments:
1. Spark street Housing for Older Adults
 2. Home for Good
 3. Supportive Housing with HSN

City has a Regional Centre of Expertise with the United Nations

Homelessness Network

City of Greater Sudbury held a Homelessness Community Consultation January 2021 having 450+ residents and agencies responding to this call. The following themes arose;

1. Housing
2. Provision of Food, Shelter, and Support Services
3. Priority Populations
4. Addiction and Mental Health
5. Enforcement
6. Leadership
7. Communication and Collaboration

In response to need for marginalized population needing connectivity to primary care, social, health and leisure services, the City of Greater Sudbury, in partnership with community agencies created a pilot virtual infrastructure project within Greater Sudbury Housing Buildings and local libraries

Futures North, A Network for Youth: Sudbury is one of thirteen communities across Canada chosen to create system-wide solutions by youth for youth as they act upon plans for their future. The overall goal of the initiative is to address barriers youth (15-30) face in pursuing education and employment opportunities within their communities, and to help successfully navigate transitions from youth to adulthood

Continuum of Care: Sudbury Manitoulin CAS and Compass are leading efforts to better serve children and youth in their own community with enhanced wrap-around services that support them remaining with their families. To achieve this, community agencies are engaged in planning for community based residential and treatment options for children and youth who present with complex special needs to remain in their community and connected to their families

Public Health Sudbury & District's Public Health Mental Health Action Framework

The Sudbury Local Immigration Partnership hosted within the municipality has developed a new strategic plan that supports the proper settlement and retention of newcomers in our community. Over six different tables will support education, mental health, economic integration, anti-racism efforts and many other matters regarding newcomers

social development

prevention

Prevention – Proactively Reducing Identified Risks

Planning in the area of prevention involves proactively implementing evidence-based situational measures, policies or programs to reduce locally identified priority risks to community safety and well-being before they result in crime, victimization and/or harm.

Community Drug Strategy, a collaborative effort with key community stakeholders, co-chaired by Public Health Sudbury & Districts and Greater Sudbury Police Service – bringing together partners from across various sectors within four pillars:

1. Health Promotion
2. Harm Reduction
3. Treatment
4. Enforcement and Justice

PHSWB Panel members are leading the Compassionate City Designation by developing a 'Campaign for Hope' to address COVID-19 isolation, loneliness with the overarching goal of bringing a message of hope to all residents

United Nations World Research Project, lead by the City of Greater Sudbury, brought world leaders in education together to determine best practices to Reorientate Education for Indigenous and Marginalized Youth

Early Years Truth & Reconciliation Project

Ontario Health Building Virtual Infrastructure in Housing and Libraries

Local Immigration Program creates settlement services

Districts of Sudbury and Manitoulin and the City of Greater Sudbury have collaborated to plan Transitional Housing for Youth, to support sustained, independent and secure housing

The Sudbury Local Immigration Partnership has been working with black youth driven organizations to deliver allyship training in order to better support the BIPOC members facing racism and discrimination

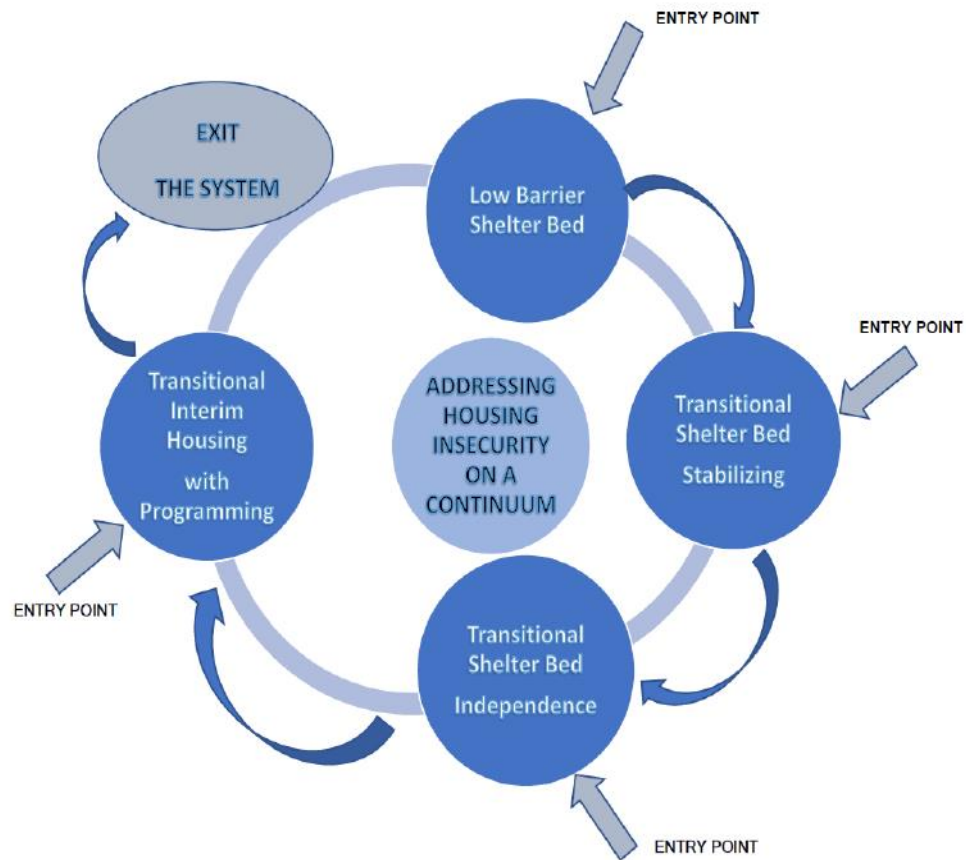
Suicide Safer Network

Age-friendly Strategy Report Card

<https://pub-greatersudbury.escrimetings.com/filestream.ashx?documentid=38672> <https://pub-greatersudbury.escrimetings.com/filestream.ashx?documentid=38672>

<https://www.greatersudbury.ca/live/covid-19-coronavirus/seniors-vulnerable-people/resource-guide-for-seniors/>

Model for Addressing Housing Insecurity for Youth
The Children's Aid Society of the Districts of Sudbury and Manitoulin



risk intervention

Risk Intervention – Mitigating Elevated Risk Situations

Planning in the risk intervention area involves multiple sectors working together to address situations where there is an elevated risk of harm, stopping something bad from happening, right before it is about to happen. Risk intervention is intended to be immediate and prevent an incident, whether it is a crime, victimization or harm, from occurring, while reducing the need for, and systemic reliance on, incident response.

Under the leadership of the Canadian Mental Health Association, The City of Greater Sudbury’s Rapid Mobilization Table identifies and collaboratively mitigates risk for people in crisis, reducing the need for incidence response. The RMT actively collects risk data to inform the Population Health, Safety and Well-Being Panel, and other collaborative action tables

The Canadian Mental Health Association has developed and implemented several programs to assist homeless and precariously housed individuals and families:

- Housing Case Management Supports
- Residential Housing Supports
- Harm Reduction Home
- Off the Street Shelter

Violence Threat Risk Assessments

HSN Virtual Emergency Medicine Pilot Project

Community Paramedicine Programs in Greater Sudbury Housing Projects and to allow patients to age in place at home

The City of Greater Sudbury and Health Sciences North partnership for an Assertive Community Treatment Team and supportive housing options for the city’s most marginalized homeless population

Ongoing planning by Public Health Sudbury & Districts and Reseau Access for a Supervised Consumption Service in the downtown core

The Sudbury Local Immigration Partnership will be developing an Anti-Racism tool kit to support the BIPOC community in regards to the best approaches to take when facing acts of racism and discrimination

The Sudbury District Human Services & Justice Coordinating Committee (HSJCC) is comprised of a number of partners in the social services and justice sector. It reports up to the North East Regional HSJCC, as well as the Provincial HSJCC. It recognizes the need to coordinate resources and services and plan more effectively for people who are in conflict with the law. Priority consideration is for people with a serious mental illness, developmental disability, acquired brain injury, drug and alcohol addiction, and/or fetal alcohol syndrome. Locally, this committee establishes an annual work plan and works together in five areas: Collaboration & Collaborative Care, Training and Professional Development, Knowledge Translation & Exchange, Direct Service, Service & System performance, and Information management.

Incident Response – Immediate Response to Urgent Incident

This area represents what is traditionally thought of when referring to crime and safety. It includes immediate and reactionary responses that may involve a sense of urgency, like police, fire, emergency medical services. An example is a child welfare organization taking a child out of their home, a person being apprehended under the Mental Health Act, or a school principal expelling a student.

City of Greater Sudbury's Community Development Department has partnered extensively with the community to provide enhanced supports to the vulnerable as an integral part of the City's pandemic response. This included:

- a number of action tables for homelessness and responding to COVID-19 outbreaks
- a seat at the sequencing table for vaccination planning
- community response to COVID-19 for older adults
- coordinating a community response for marginalized populations

A Crisis Rapid Mobile Response Team has been created by Greater Sudbury Police Service and Health Sciences North to provide 24/7 Crisis Intervention service which is a wrap-around response and support high risk incidences

During the winter months, the City of Greater Sudbury worked with YMCA of Northeastern Ontario, Sudbury Action Centre for Youth and Le Centre de santé communautaire du Grand Sudbury to open Warming Centres for the homeless population

Highest number of opioid overdose deaths in the province of Ontario

Safe Supply offered on site at the Supervised Isolation Centre

The Mayor's Downtown Task Force was put in place in late fall 2020. Its role is to identify existing service gaps, leverage existing strategies among partner organizations, build organic partnerships and engage with the public

The Sudbury Local Immigration Partnership is working with different partners to develop a proper public response to issues of racism and discrimination. This tool will support BIPOC members to properly inform authorities about matters of racism and discrimination

**incident
response**

Critical Success Factors for the Plan

Based on the direction from the Office of the Solicitor General, the following critical success factors are to be taken into consideration when developing a plan:

Strength-Based: The actions to be utilized to address the current needs and gaps are evidence-based and use strength-based approaches for successful outcomes. An example of strength-based approaches was used in local Francophone schools to build resiliency. Great success was seen within their students in being able to address stressful encounters and issues.

Risk-Focused: The yellow zone of this report is a flag that there are certain actions that require actions now. This table recognizes the need for a collective approach to address the at-risk individuals to improve life outcomes. The goal is to manage and address the risk areas for those in need to move take an upstream approach into the social and prevention zones. Great examples of this are the Violence Threat Risk Assessment and RMT tables.

Awareness & Understanding: Are critical to any strategy. It is evident that a communications strategy is required to address the lack of knowledge, as well as increase one's understanding of what services and programs are available. The Community Drug Strategy is an example of this.

Highest Level of Commitment: PHSWB Panel members are all executive level leaders within their organizations. They are regular participants and are the decision makers, therefore, are able to address requests from a systems approach level.

Effective Partnerships: Greater Sudbury is known for its unique ability to bring all partners to the table to plan actions to address local needs. An example of this is the Systems Priority Mental Health and Addiction Table where there are over 78 partners working collectively to address mental health and addiction issues at the local level.

Evidence & Evaluation: Identified calls to action from community engagement sessions and local statistics obtained from census, hospital, Public Health, police, school data, along with indicators and outcomes have been incorporated on pages 25 - 31.

Cultural Responsiveness: The PHSWB Plan includes a variety of advice and guidance from community partners to ensure that we are meeting the diverse needs of the community. Agencies such as, Ngo Dwe Waangizjig – Sacred Circle and Francophone representation, with over half of the Panel being Francophone, will work closely with the local immigration planning table to ensure diverse and culturally appropriate responses/actions are requested for advice on the needs, gaps and issues facing our residents.



Figure 2: Critical Success Factors

World Council on City Data (WCCD) Update

This is part of the Data for Canadian Cities Pilot Project supported by the Ministry of Infrastructure and Communities. We are working with WCCD on a communications plan to announce the great news.

“Made in Sudbury’s Nickel Model of Shared Community Commitment”

Greater Sudbury Police Service developed the ‘Nickel’ Model of Shared Community Commitment and hosted a number of information-sharing meetings in every ward to share this model and to explain the importance and relevance of the various pieces that contribute to safety and well-being of individuals. It notes that all areas revolve around a ‘victim-focused’ approach being the core of work and planning. The following are explanations of what each area’s responsibility is, keeping in mind that police “cannot arrest their way out of this”.

Champion Community Safety, Security and Wellness

As champions at every level, our shared responsibility is to work across the broader community to build and maintain relationships among key agencies and community-based partners, to communicate core concepts of our shared commitment and to be ambassadors.

Initiate and Partner to Achieve Positive Change in Community Outcomes

“Our Shared Commitment to Community Safety and Well-being” goes beyond addressing crime and victimization and their immediate risk factors. Effective and economically sound systemic changes are needed in the community to build and sustain better lives and living conditions for more of our citizens, especially our youth and the most marginalized members of our population.

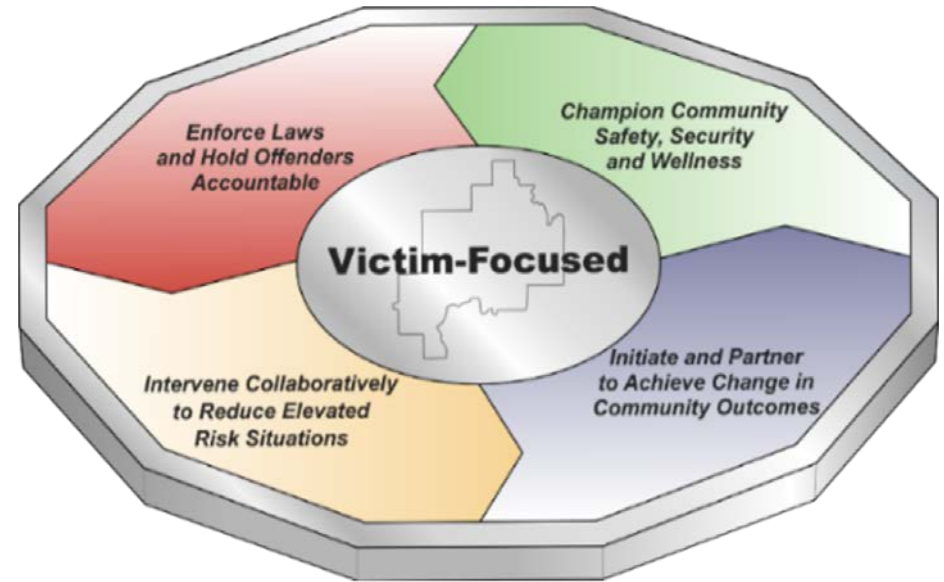


Figure 3: ‘Nickel’ Model of Shared Community Commitment

Intervene Collaboratively to Reduce Elevated Risk Situations

This Plan is largely about stopping crime and victimization before they happen. Through collaboration across agencies to recognize elevated risk situations faced by individuals, families or locations; multiple partners are able to mobilize effective and quick actions in response, collaboration, intervention to elevated risk situations.

Enforce Laws and Hold Offenders Accountable

Police, justice, corrections officials and others have vital roles to play in enforcing the law, suppressing crime and disorder, holding offenders accountable for their actions, and thus keeping our streets and neighbourhoods safe. Working together, appropriate agencies will continue this focus through; effective deterrents, targeted enforcement strategies, effective investigations, successful prosecutions and ensuring rehabilitation of offenders. Consideration will be given using an equity lens and will be mindful of potential biases when implementing targeted enforcement strategies.



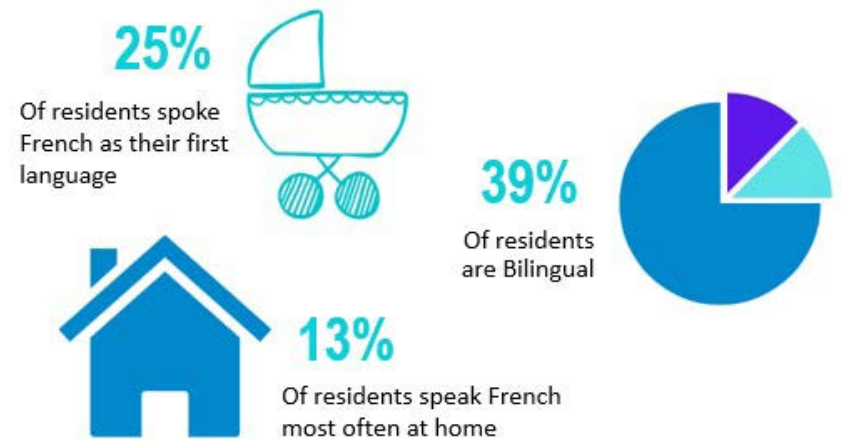
How Population Health Blends with Community Safety & Well-Being

Population health has been defined as, "an approach to health that aims to improve the health of the entire population and to reduce health inequities among population groups. To reach these objectives, a population health model looks at and acts upon the broad range of factors and conditions that have a strong influence on our health."

(<http://www.phac-aspc.gc.ca/ph-sp/approach-proche/index-eng.php>)

To ensure that collective community efforts were not lost from over a decade of prior work done towards sustaining a healthy community and working to improve overall population health by implementing upstream approaches to health and well-being, the PHSWB Panel decided to align the historical efforts of Population Health into the newly mandated Community Safety & Well-Being Plan. Collective efforts from partners continue and are included in the Calls to Actions listed within the Plan.

Francophone Population in Greater Sudbury



Source: 2016 Census of Canada, Statistics Canada

Using Health Equity Lens

The City of Greater Sudbury's PHSWB Plan applies a health equity lens to identify risks and opportunities to improve community safety and well-being. This plan considers existing disparities in health among community members and seeks to create opportunities for all to achieve optimal and equitable health/wellness. With these factors in mind, Greater Sudbury's Plan includes the following key principles:



Community-engaged approach to identifying strengths, risks and opportunities for improved services and systemic reform to achieve better outcomes



Application of evidence-based and most promising practices derived from multiple human service disciplines



Collaboration among multiple partners to optimize efforts and resources and to identify and bridge gaps and/or duplications across all human services systems involved



Upholding individual privacy while also making the best use of multiple data sources and integrated analytics to identify high value opportunities for impact



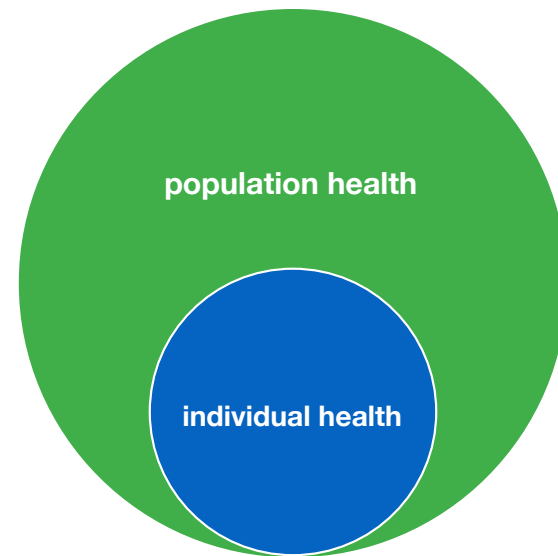
Strength-based approaches designed to build upon community cohesion and individual and family assets



Informed and guided by the lived experience of individuals and families whenever and wherever possible

The municipality has worked collectively with many partner organizations to gather data to inform the actions. As well, there have been several consultations on the various Calls to Action and individually to address specific priorities to create working groups to bring the actions to the forefront. Examples of such consultation include:

- PHSWB Panel (4 meetings)
- Large Community Consultations on Initial Priorities (3 consultations)
- CSWB Community Consultation (2)
- Seniors Advisory Panel (monthly)
- Homelessness Consultation (2 sessions plus individual feedback opportunities through the City's Over to You portal)
- Violence Threat Risk Assessment Steering Committee (monthly)
- Sudbury & District Restorative Justice (monthly)
- Trauma Event Systems Planning (monthly)
- Canadian Municipal Network on Crime Prevention (monthly)
- Ontario Municipal Social Services Association Dealing with CSWB (monthly)
- Homeless Network (monthly, weekly during COVID-19) individual presentations were made to the 16 Community Action Networks
- Age Friendly Working Group (monthly), etc...



The City owns some data associated with municipal service delivery, including homelessness and housing and have partnered extensively with community partners to share data. All of the meetings, the community consultations and data sharing helped to inform community priorities. We will create action tables where needed to implement activities to address gaps that partners identified. There are several strategies and tables currently in place, such as; Community Drug Strategy, Homelessness Network and Mental Health & Addictions Tables, therefore we do not want to overlap but will leverage work already ongoing to address the gaps and risks. The individual action tables will be accountable for determining indicators and outcomes as part of the City's living and breathing Plan.



Governance Structure

PHSWB Panel

Mayor and Council struck the governance structure for the development and implementation of the PHSWB Panel on February 4, 2019. The Panel is based on the presence of a system planning accountability. A copy of the Terms of Reference are found in the link below. Its major role has been to advise and assist Council in the development and implementation of an inclusive and diverse Greater Sudbury PHSWB Plan that meets the legislative requirements under the Safer Ontario Act, 2018, and that is in alignment with the City's strategic priorities.

<https://www.greatersudbury.ca/city-hall/get-involved/join-a-local-board-committee-or-advisory-panel/advisory-panels/population-health-safety-and-well-being-advisory-panel/>

<https://www.greatersudbury.ca/city-hall/reports-studies-policies-and-plans/report-pdfs/2019-2027-strategic-plan/>

Community Tables/Networks

The community has been working at community safety and well-being since 2014, and a number of working groups, tables and committees were already in place. The Panel has leveraged and continues to depend on the work of these many identified groups. As further foundational support, the Panel confirmed the need to sustain local, collaborative mechanisms for responding to risk and understanding risk data. Community Mobilization Sudbury is an example of one of these tables, which is an excellent community resource and which plays a critical role in addressing individual situations that are acutely elevated, and where the clients are at risk of harm to themselves or others. These tables and networks are the foundation of PHSWB work and will be carrying out the work identified in this Plan.

How the Plan Works

As stated early on, Greater Sudbury's table consists of executive leaders from a variety of sectors within community as required by the Ontario mandate. These community leaders play pivotal roles in how human health resources can be accessed and united to form collaborative responses.

They are familiar with and use an interdisciplinary approach to priorities and issues faced within the community and assist with bringing the issues back to the tables for which they belong or are accountable for to ensure effective and collective solutions are made to assist with safety and well-being. At times, leaders may be able to address some issues within their organizations without having to go to any partners for assistance but in many cases, a collaborative approach is necessary. Our partners and residents are a requirement for the success of the PHSWB Plan and many are grass root organizations that often identify the issues and bring them forward for a multi-approach response. All decisions brought forward are required to have an evidence based element, and the Panel will leverage the experts around the table (and outside of the table if needed) to address situations at hand. The Evidence is determined through a 'Data Consortium' that works to review data from our local hospital (Health Sciences North), Public Health Sudbury & Districts, police (Greater Sudbury Police Service), City, RMT, VTRA, Restorative Justice Cases, etc. All groups funnel information back up through the Panel for action, and collaboration will report annually to Mayor & Council. Other examples of tables/networks that currently exist and contribute to this Plan include:

- 16 Community Action Networks
- Mental Health & Addictions Table
- Systems Mental Health & Addiction Priority Table
- Suicide Safer Network, Homelessness Coalition
- Housing First Steering Committee, Community Advisory Board on Homelessness
- Community Drug Strategy
- Community Mobilization Steering Committee
- Mayor's Downtown Task Force, Ontario Health Virtual Infrastructure Initiative Committee
- Greater Sudbury Police Service Diversity Committee
- Seniors Advisory Panel to Mayor & Council

- Age Friendly Strategy Working Group
- Early Years Planning Network
- Violence Threat Risk Assessment (VTRA) Table
- Sudbury & District Restorative Justice Table
- Trauma Event Systems Planning Table
- Police Chief's Youth Advisory Council.

Specific to COVID-19, the following tables were created:

- Community Response for Vulnerable Older Adults Responding to COVID-19
- Community Response for Vulnerable Individuals Responding to COVID-19
- Emergency Systems Planning
- Incidence Management Teams
- Community Control Group
- Operations & Logistical Tables
- COVID-19 Sequencing & Vaccination Tables.

Using Statistics to Identify Risks

Statistics such as those found in the infographic below and throughout the PHSWB Plan, is just some ways that the Panel performs information gathering for risk identification for our Plan.



12.8%
of population living
below the poverty line

(based on the low-income measure, after tax)



1,005
new immigrants

(who immigrated between 2011-2016)



3.8%
identify as non-white
visible minorities



18.4%
of population are older adults

(aged 65+), 2.4% (aged 85+)



7,795
older adults living alone

(aged 65+), 1,305 (aged 85+)



41.5%
active volunteers

we could estimate 67,035 volunteers in CGS

Source for all above is 2016 Census, Statistics Canada

Source: Statistics Canada. Table 45-10-0039-01 Volunteer rate and average annual volunteer hours, by definition of volunteering and age group

City of Greater Sudbury Francophone Population by Neighbourhood

Neighbourhood	French Mother Tongue		French Spoken most often at home	
	Population	%	Population	%
Chelmsford	3,510	51.7%	2,385	35.2%
Rural Rayside Balfour	2,150	51.3%	1,480	35.2%
Azilda	2,190	47.7%	1,430	31.2%
Hanmer	2,680	43.7%	1,550	25.3%
Rural Valley East	1,675	42.1%	905	22.7%
Val Caron, Blezard Valley, McCrea Heights, Guilletville	2,695	41.9%	1,470	22.8%
Val Therese	3,100	40.1%	1,725	22.3%
Rural Onaping Falls	295	33.3%	165	18.6%
Flour Mill	2,550	28.6%	1,225	13.7%
NE Townships	125	26.6%	45	9.6%
Dowling	525	26.4%	260	13.1%
New Sudbury	5,935	25.8%	2,950	12.8%
Coniston	520	24.6%	175	8.3%
Falconbridge-Skead- Wahnapitae	1,070	24.0%	430	9.7%
Minnow Lake	2,470	23.4%	985	9.3%
SE Townships	220	21.0%	75	7.1%
Garson	1,380	20.8%	565	8.5%
Donovan	890	16.9%	305	5.8%
Capreol	455	15.6%	155	5.3%
West End	1,195	14.8%	425	5.2%
Kingsmount-Downtown-Bell Park	965	14.7%	385	5.9%
Levack-Onaping	260	13.9%	75	4.0%
South End	2,465	13.6%	1,000	5.5%
Rural South End	480	12.7%	225	5.9%
Rural Walden	510	10.2%	160	3.2%
Naughton	85	9.3%	20	2.2%
Copper Cliff	200	8.1%	40	1.6%
Lively	345	7.2%	90	1.9%

Source: 2016 Census of Canada, Statistics Canada

Summary of Ranking of CGS Neighbourhoods for Community Hub Planning, can be found in below highlighting neighbourhoods with health equity challenges

Ranking of CGS Neighbourhoods for Community Hub Planning

Neighbourhood	Child Population (0 to 14)	Proportional Score ¹	Senior Population (Aged 65+)	Proportional Score ²	Population in Low Income	Proportional Score ³	Population with Aboriginal Identity	Proportional Score ⁴	Access to Transit ⁵	Deprivation Index ⁶	Number of Calls received to EMS (2013-2016)	Proportional Score ⁷	Overall Rankings ⁸
1 New Sudbury	3,390	100	5,515	100	3,145	93	2,205	100	0	100	16,976	100	85
2 South End	2,555	75	4,315	78	1,980	59	985	45	0	100	16,768	99	65
3 Flour Mill	1,290	38	1,550	28	3,365	100	1,355	61	0	100	5,739	34	52
4 Minnow Lake	1,785	53	1,895	34	1,610	48	1,045	47	0	100	5,554	33	45
5 West End	1,125	33	1,485	27	1,575	47	845	38	0	100	6,582	39	41
6 Kingsmount-Downtown-Bell Park	715	21	1,230	22	1,275	38	480	22	0	100	13,547	80	40
7 Chelmsford	1,095	32	1,320	24	900	27	725	33	50	100	2,629	15	40
8 Rural Rayside Balfour	685	20	615	11	245	7	525	24	100	100	1,454	9	39
9 Hanmer	1,195	35	805	15	535	16	700	32	25	100	2,318	14	34
10 Donovan	695	21	770	14	1,520	45	830	38	0	100	2,614	15	33
11 Garson	1,310	39	770	14	585	17	725	33	0	100	2,093	12	31
12 Capreol	495	15	535	10	310	9	185	8	50	100	2,499	15	30
13 Rural Walden	735	22	1,075	19	225	7	285	13	100	0	1,162	7	24
14 Rural Valley East	640	19	565	10	255	8	350	16	100	0	1,222	7	23
15 Falconbridge-Skead-Wahnapiatae	660	19	705	13	290	9	445	20	75	0	3,448	20	22
16 Rural South End	590	17	660	12	180	5	190	9	100	0	1,005	6	21
17 Lively	885	26	755	14	225	7	300	14	75	0	2,103	12	21
18 Val Therese	1,485	44	1,125	20	295	9	705	32	25	0	1,833	11	20
19 Dowling	320	9	405	7	130	4	235	11	100	0	1,535	9	20
20 Copper Cliff	385	11	465	8	225	7	120	5	0	100	1,303	8	20
21 Leveck-Onaping	300	9	375	7	255	8	240	11	100	0	847	5	20
22 Val Caron, Blezard Valley, McCre													
22 Heights, Guilletville	1,190	35	950	17	430	13	480	22	25	0	2,848	17	18
23 Azilda	735	22	790	14	255	8	500	23	50	0	1,706	10	18
24 SE Townships	145	4	180	3	80	2	90	4	100	0	274	2	17
25 Rural Onaping Falls	105	3	145	3	45	1	60	3	100	0	547	3	16
26 Coniston	345	10	390	7	185	5	210	10	75	0	850	5	16
27 NE Townships	50	1	100	2	35	1	25	1	100	0	127	1	15
28 Naughton	150	4	145	3	20	1	90	4	75	0	188	1	13

Notes:

¹Score 0 to 100, where higher score indicates more children.

²Score 0 to 100, where higher score indicates more seniors.

³Low income based on the Low-income measure, after tax (LIM-AT). Score 0 to 100, where higher score indicates more low income.

⁴Score 0 to 100, where higher score indicates more individuals who identify as aboriginal.

⁵Access to transit is based on the frequency of transit service to the neighbourhood. Score 0 to 100, where higher score indicates less access to transit.

⁶The deprivation index considers: achievement of a high school diploma, the population/employment ratio, average income, individuals living alone, marital status of either separated, divorced, or widowed, and single-parent families. A Score of 100 indicates a high level of deprivation exists in the neighbourhood.

⁷Score 0 to 100, where higher score indicates more calls to EMS.

⁸The overall ranking is the average scores of all variables, where higher score indicates more vulnerability and higher need for a community hub.

Sources:

Child & Senior population, LIM-AT, Aboriginal Identity: 2016 Census of Canada, Statistics Canada

Deprivation Index: Institut national de santé publique du Québec (2006)

EMS Calls: Emergency Services, City of Greater Sudbury. Calls represent total # received between 2013-2016

Prepared by the Analytics & GIS Section, Community & Strategic Planning
15-Dec-17

Community Priorities

The PHSWB Advisory Panel, in consultation with community stakeholders, selected four priorities (Indigenous, Mental Health & Addictions, Housing and Compassionate City) to guide and direct the actions required. Within the PHSWB Plan, it will be a priority to establish a sustainable model of backbone support for Community Mobilization Sudbury (Rapid Mobilization Table - RMT), the Violence Threat Risk Assessment (VTRA) and Restorative Justice tables. As an integral component to the PHSWB planning, these tables continue to identify and collaboratively mitigate risk in Greater Sudbury, while collecting risk data in order to inform the PHSWB Panel.

The COVID-19 pandemic threw our city into a tailspin like the rest of the world. A number of agencies and services struggled to meet the needs of our most marginalized population, thus exaggerating current listed priorities around mental health, addictions, housing and homelessness during this pandemic. There were a number of community outbreaks within Greater Sudbury Housing, our homelessness sector and the community at large forcing an all hands on deck approach to keep our residents safe while meeting immediate needs.

Panel Membership Vote on Top Priorities

On September 23, 2020, the Panel voted on its first priority areas of focus, which were; Indigenous, Mental Health & Addictions, Housing and a Compassionate City. The PHSWB Plan will highlight community priorities, our calls to action, key indicators of actions and current, expected and potential outcomes of our actions.



Indigenous Relations

There is a sense of shared responsibility among elders, family, educators, staff and branches of local government to promote an open dialogue with the general community that will facilitate the preservation of Indigenous cultures and customs. Areas for improvement are; safe public spaces, inclusiveness, and meaningful employment opportunities. Emphasis on educational tools such as Indigenous teachings in school curricula, integration of symbolism in public spaces, and an increased usage of Indigenous languages are encouraged.

The City engaged members of the Ngo Dwe Waangizjig 'We Are One' Urban Indigenous Sacred Circle to advise on this area of the PHSWB Plan. The following has been included based on organizational responses;

The City is a non-Indigenous organization that is not able to address Indigenous issues without the advice of Indigenous partners. In order to effectively address these issues, the City must partner with Elders and local organizations such as; N'Swakamok Native Friendship Centre, Shkagamik-Kwe Health Centre, Nogdawindamin Family & Community Services, other Urban Indigenous Sacred Circle partners and two First Nation communities, to directly meet community needs. This would allow the City to offer culturally appropriate services and programs. Culture-based programs have been proven the most successful in addressing Urban Indigenous community needs, which then lead to positive impacts:

- We as a City recognize that we cannot create and offer culture-based programs, as Indigenous leadership is necessary to create, design and implement programs based in Indigenous knowledge and culture.

- Emphasis on educational tools such as Indigenous teachings in school curricula, integration of symbolism in public spaces, and an increased usage of Indigenous languages are encouraged.
- Community-wide awareness of Indigenous history is celebrated. It will be a community-wide effort to achieve reconciliation, and these efforts will help build a brighter future, preserving the importance of family and Indigenous culture.

Community Informed Calls to Action

- Coordinate strategies to ensure preservation/passing of Indigenous cultures/customs.
- Address Indigenous issues in a holistic way across all areas
- Create strategies to improve the integration of existing services with urban Indigenous community-based service providers to meaningfully address the unique needs of urban Indigenous communities.
- Services are ill equipped to address all emergencies, particularly mental health safety checks.
- Indigenous organizations must be meaningfully engaged in initial assessments of community risk. There are different approaches to assessing risk and subsequent crime prevention approaches (i.e. N'Swakamok may focus on holistic approaches to reflect Indigenous values, law and traditions, including the collective responsibility to strengthen the community).
- Indigenous communities understand well-being as multifaceted and linked to individual and collective physical, emotional, spiritual and social balance, therefore, collaboration with Indigenous organizations should not be limited to the 'Indigenous Relations' section, but included in housing and homelessness, health and public health, employment, and more.

- There needs to be more training, and cultural learnings as the City has jurisdiction in many areas of the community which has direct effects on Indigenous residents of Sudbury (i.e. housing and homelessness has a large impact on community safety and well-being). Therefore, commitment to address urban Indigenous needs and work with all Indigenous-lead organizations must be included at every part of the Plan that has direct impacts on Indigenous people.

Indicators

As a critical step in the performance indicators and analysis of the impact of the CSWB, it should include that disaggregated race- and identity-based data is collected and shared with Indigenous organizations to understand if the CSWB plan is effective in meeting the needs of the Indigenous community.

- per cent of schools integrating Indigenous-informed teachings and history into the school curricula
- per cent of community spaces designated to Indigenous youth
- per cent of Indigenous-related items demonstrating symbolism in public spaces

Outcomes

- Increase in schools integrating Indigenous-informed teachings and history into the school curriculums
- Increase of community spaces designated to Indigenous youth
- Increase of Indigenous symbolism in public spaces
- Percentage of non-Indigenous child protection services receiving training/education on Indigenous practices and history Integration of Indigenous practice



Mental Health and Addictions

Although 1 in 5 Canadians may experience mental illness, every member of our community is impacted by mental health. A holistic approach to mental health and addictions support includes; mental health promotion, illness prevention, harm reduction and treatment options. It extends across one's lifespan, ensuring effective, inclusive and accessible supports are available for all. Data from Sudbury's Rapid Mobilization Table (on page 28) highlights significant contribution of mental health and addictions on people's experience of risk and well-being in our community.

There are grim findings in the latest data outcome provided by the Community Drug Strategy around opioid deaths, Greater Sudbury has the highest number of deaths related to opioid overdoses in the province of Ontario. The following is a link to the latest local information: <https://www.phsd.ca/health-topics-programs/alcohol-drugs/community-drug-strategy/research/opioid-surveillance/>

Taking a collaborative and multi-sectoral approach to the identification of priorities and opportunities for action, the PHSWB Plan leverages existing initiatives and planning tables towards a streamlined, coordinated system of care for our community. One which is person-centered, inclusive, and responsive to ever-changing needs and opportunities.

Prior to COVID-19, health and social service systems were stretched, and a local agency, Sudbury & District Restorative Justice, took on the task of reviewing local gaps in services and programs within health and social services, and developed the following document which has now been shared at many tables. The goal of this work was to enable community partners to review the gaps and issues within the community and work together to address the current needs. A copy of this analysis can be found here: <https://docs.google.com/document/d/1ir>

- Housing options that include appropriate mental health and addictions supports for adults and youth
- Resources to support service navigation across the health and human service spectrum

- Collaborative models and approaches for responding to complex needs of children, youth and adults (i.e. situation tables)
- Enhanced, specialized supports to address complex needs locally, including; eating disorders, Rapid Action Addiction Medicine and addictions treatment services for children, youth and adults
- Reduce hospital readmissions for individuals with mental health and addiction issues
- Enhanced access to mental health supports for children, adolescents and youth
- Establish a proactive response to opioid use
- Wellness calls to improve social isolation
- Enhancing dementia care
- Preventable, upstream approaches towards harm reduction
- Build a Supervised Consumption Site/provide safe supply to support those using substances and that we know will reduce deaths/incidents

Indicators

- Percentage of mental health programs promoting awareness and education
- Number of programs promoting awareness and education, unique mental health impacts experienced by Lesbian, Gay, Bisexual, Transgender, Queer or Questioning and Two-Spirit (2SLGBTQ+) community members.
- Number of Indigenous mental health programs promoting awareness and education
- Number of Francophone mental health programs promoting awareness and education
- Number of Indigenous walk-in mental health care services available

- Number of awareness campaigns on harm reduction
- Number of awareness campaigns on alcohol addiction and Fetal Alcohol Syndrome
- Acute care admissions and interventions
- RMT metrics
- Mobile Crisis Rapid Response Team Results
- Number of opioid overdoses/deaths, <https://www.phsd.ca/health-topics-programs/alcohol-drugs/community-drug-strategy/research/opioid-surveillance/>
- Number of naloxone kits distributed
- Number of community drug alerts released to community
- Number of educational and awareness opportunities to decrease/address stigma around mental health which specifically addresses 2SLGBTQ+, racialized, and other community members who experience discrimination and marginalization

Outcomes

- Reduction in individuals of all ages requiring urgent/crisis mental health supports
- Increase in programs promoting mental health awareness
- Increased awareness of mental health impacts experienced by 2SLGBTQ+, racialized individuals, and other community members who experience discrimination and marginalization.
- Reduction in fatal and non-fatal overdoses
- Increase in traditional healer/elder walk-in mental health care
- Reduced death by suicide and increased awareness and education on suicide prevention

- Reduction in number of children and youth having to leave their community and their families because their needs can be met in their home community.
- Reduction in emergency room revisit rates and psychiatric patient admission rates
- Reduction in mental health police apprehensions

The infographic below highlights data captured at RMT. It includes a summary of the situations of elevated risk that were responded to by the RMT as well as the nature of risk factors/complexity experienced by those supported by RMT. It is one example of identified risk factors that were determined by multiple community agencies.

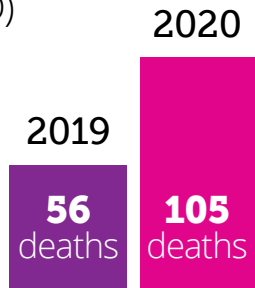


IMPACTS OF THE OPIOID CRISIS 2020



DEATHS

Public Health Sudbury & Districts (PHSD)



*2020 death statistics are preliminary

Death rate per 100,000 people

Ontario: 16.4



PHSD: 52.4



PHSD has the highest rate of deaths related to opioids in the province of Ontario.



EMS CALLS

Greater Sudbury paramedics responded to **683** suspected opioid-related incidents.

EMERGENCY VISITS

Health Sciences North had **562** visits to the emergency department for suspected accidental overdoses.

NALOXONE

Agencies and pharmacies in Sudbury & Manitoulin districts distributed **22,568** doses of naloxone.

<https://www.phsd.ca/health-topics-programs/alcohol-drugs/community-drug-strategy/research/opioid-surveillance/>

Housing

Whether it is an affordability model to suit seniors on pension, increased support and assistance for first time homebuyers, transitional housing, or support for the homeless and/or precariously housed, there is a need for more affordable and appropriate housing. The City currently has 3,881 units in its portfolio. As of December 31, 2020, there were 1,033 households on the centralized wait list. Due to the pandemic, the number of households housed is half of what it is normally due to the fact that tenants were not moving and/or evictions could not be enforced (i.e. in 2019, 504 households were housed, while in 2020, 338 households were housed).

Homelessness continues to be on the City's radar especially during COVID-19. City and partners joined forces to bring Warming Centres to the local YMCA and the Sudbury Youth Action Centre while expanding hours with Centre De Sante's program at 199 Larch Street. The Mayor also called partners to form a Downtown Task Force to address social disorder in the area while assisting those individuals in need. A homeless community consultation was held in January 2021 receiving feedback from over 430+ residents and agencies.

Emergency Shelter for Past Three Years:

This infographic demonstrates the current situation specific to emergency shelter use. A noted decrease in people who used emergency shelter beds can be seen over the years. Reasons for the decline include a move by the Province in 2018-19 to place a moratorium on evictions for a time. There were delays with the landlord and tenants board, therefore fewer people becoming newly homeless. Also, due to the COVID-19 pandemic, fewer people were travelling between communities due to the shut down, and some people simply chose to live outdoors rather than stay in a shelter due to COVID-19 fears.

2018	2019	2020
831 people used emergency shelter bed	807 people used emergency shelter bed	782 people used emergency shelter bed
21,593 emergency shelter bed nights used in total	22,910 emergency shelter bed nights used in total	16,263 emergency shelter bed nights used in total



Rapid Mobilization Table Agency List (January 2020)

AGENCY	
Alzheimer Society	Monarch Recovery Services
Behavioural Supports Ontario (BSO)	NE LHIN Home & Community Care
Children's Aid Society - Sudbury Manitoulin (CAS)	NISA
City of Greater Sudbury	Nogdawindamin Family & Community Services
City of Greater Sudbury Paramedic Services	N'Swakamok Native Friendship Centre
CMHA Sudbury/Manitoulin	Ontario Aboriginal Housing Services
Conseil scolaire catholique du Nouvel-Ontario	Rainbow District School Board (RDSB)
Conseil scolaire public du grand-nord de l'Ontario	Reseau Access Network
Greater Sudbury Housing Corporation (GSHO)	SACY
Greater Sudbury Police Service	Shkagamik-Kwe Health Centre
Health Sciences North	Sudbury & Area Victim Services
Health Sciences North - Safe Beds Program	Sudbury Catholic District School Board
Homelessness Network (Intake)	Sudbury Community Service Centre
MCCSS - Ontario Disability Support Program	Sudbury Counselling Centre
MCCSS - Youth Probation	Sudbury District Nurse Practitioner Clinics
Ministry of the Attorney General - Office of Public Guardian & Trustee	Sudbury & District Restorative Justice
Ministry of the Solicitor General - Adult Probation and Parole	Compass/Boussole/Akii-Izhinoogan

Calls to Action

- Provide support for the development of affordable, sustainable, available and safe housing
- Coordinate efforts to reduce homelessness - development of a coordinated strategy to wrap services together with housing solutions to reduce the risk of homelessness in the City of Greater Sudbury
- Coordinate efforts to reduce homelessness in the City of Greater Sudbury through the development of a coordinated strategy to wrap services together with a phased housing approach that will better sustain an individual's progress out of homelessness

Indicators

- Percentage of city population living in inadequate housing
- Number of affordable houses available
- Percentage of income going towards rent/housing
- Number of homeless per 100 000 population
- Total number of households
- Persons per unit
- Vacancy rate
- Waiting list numbers

Outcomes

- Reduction in homelessness
- Stable, appropriate housing options
- Transitional and supportive options
- Reduced number of youth living in precarious housing arrangements

Compassionate City

“A compassionate city is an uncomfortable city! A city that is uncomfortable when anyone is homeless or hungry. Uncomfortable if every child is not loved and given rich opportunities to grow and thrive. Uncomfortable when as a community we don’t treat our neighbors as we would wish to be treated.”

Karen Armstrong, Founder of the global movement, The Charter for Compassion

A Compassionate City is a community that has an inclusive society and neighbourhoods. It needs to have programs, services and infrastructure that are welcoming, and supportive to all residents and newcomers. It has neighbourhoods that are safe, connected, accessible, green and playful. Panel Members are leading the call to officially have the City of Greater Sudbury deemed a ‘Compassionate City’. Partners are working collaboratively to build a City that is friendly and welcoming to all! During COVID-19, a need for kindness and compassion was identified and partners have been creating and posting uplifting messages for everyone to read and pay forward.

Calls to Action

- Create opportunities for openness and positive communication to increase compassion for others
- Develop and support community response to anti-racism initiatives by increasing knowledge and understanding about types of stigma
- Continue to identify and respond to social inequities and impacts to vulnerable/marginalized populations
- Create opportunities for decision makers, planners, community leaders to hear more directly from vulnerable and marginalized populations in order to be able to identify social inequities and understand their impact
- Use technology to identify and develop solutions for neighbourhoods that face amplified socio-economic challenges

- Promote an inclusive, open-minded and accepting community by empowering and educating people to break down barriers, recognizing that privilege held by those making the decisions is sometimes the barrier to that empowerment. This recognizes the need to recognize our privilege and that until we do we may be deciding on what is inclusive, what is open-minded and how we empower and educate all through a privilege lens – not truly impacting but in fact continuing to perpetuate.
- Promote Public Health Sudbury & District’s Allyship Campaign which includes workshops open to anyone, to increase awareness of equity and inclusion, and support diversity
- Leverage the work of the Sudbury Local Immigration Partnership to secure a more welcoming and open community for newcomers

Indicators

- Percentage of city population living below national poverty line
- Population demographics
- Percentage of population that are new immigrants
- Number of university students per 100 000 population
- Percentage of students completing primary education: survival rate
- Percentage of students completing secondary education: survival rate
- Measure of belongingness and well-being
- Education rates

Outcomes

- Increase in secondary and post-secondary graduates
- Increased percent of volunteers
- Adopt measure of well-being
- Age-friendly designation
- Ensure newly created public spaces are friendly and welcoming



How the Success and Impact of the PHSWB Plan will be Measured and Reported

We will:

- Seek out people's stories and perspectives in order to fully understand community data and the impact of our effects on community safety and well-being.
- Create multiple and flexible opportunities for people to share their stories and provide their input. We will honour the stories we hear, acknowledging their value alongside other forms of data and evidence.
- Apply an equity lens to the identification of risks and opportunities to improve community safety and well-being.
- Review community norms, policies and programs that impact different people in different ways. This plan will consider existing disparities in health and well-being among community members and seek to create opportunities for all to achieve their optimal health and wellness.
- Ensure goals and objectives are reflected in community and that community initiatives contribute to PHSWB and incorporate common outcome measures.
- All members will track and report related risk factors back to the PHWSB Panel which will be reported back to Mayor and Council annually through a formal Council report.

Path Moving Forward

The City of Greater Sudbury and partners are committed to collaboratively removing the barriers that negatively impact the health, safety and well-being of our community by putting this Plan into full action. Actions are inclusive of data obtained from health, social, police and other organizations. It will also allow us to measure and evaluate collective actions and ensure they are moving in an upstream proactive direction to improve overall population health at both an individual level and a community level.

Once the plan has been approved by Mayor & Council, it will be publicly posted on the City's website, and hard copies of the Plan will be made available to the public should anyone request one. This Plan will be revisited and revised according to the issues faced and actions taken on an ongoing basis as it is a living and breathing document, and will be formally updated and sent to the Office of the Solicitor General every four years as per *Section 151.1 of the Police Services Act*.



PHSWB Plan Community Contributors



Centre de santé communautaire du Grand Sudbury



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Private Roads By-Law and Joe Lake Road East Review

Presented To:	City Council
Meeting Date:	May 25, 2021
Type:	Managers' Reports
Prepared by:	David Kalviainen Infrastructure Capital Planning
Recommended by:	General Manager of Growth and Infrastructure

Report Summary

This report provides a recommendation regarding By-Law 2001-134A and Joe Lake Road East.

Resolution

THAT the City of Greater Sudbury directs Staff to establish a new policy framework and format application process for private road assumption through the Phase 2 Official Plan Review;

AND THAT the City of Greater Sudbury directs staff to prepare a bylaw to amend By-law 2001-314A to provide that the by-law expire on December 31, 2022 and any applications under the By-law not approved by Council for adoption as of the expiry date of the by-law will also expire; as outlined in the report entitled "Private Roads By-Law and Joe Lake Road East Review", from the General Manager of Growth & Infrastructure presented at the City Council meeting on May 25, 2021.

Relationship to the Strategic Plan, Health Impact Assessment and Community Energy & Emissions Plan (CEEP)

This report supports Council's Strategic Plan in the area of Asset Management and Service Excellence by reviewing the policy for private road adoption as a municipal road, and providing recommendations. This report also supports goal #1 of the Community Energy and Emissions Plan by promoting the achievement of energy efficiency and emissions reductions by creating compact, complete communities

Financial Implications

This report is within prescribed budgets

Purpose:

As requested under City Council Resolution CC2020-267, this report provides information to Council regarding the land use planning implications associated with the adoption of private roads, background on the status of private roads known as Joe Lake Road East and Dixon Lake Road, and, seeks Council direction

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for Staff to establish a new policy framework and application process for private road assumption applications as part of the Phase 2 Official Plan review.

Overview / Executive Summary:

This report provides the following information:

- i) Background information related to By-Law 2001-314A to Adopt a Private Road Assumption Policy.
- ii) Background information and recommendations/options for the City to assume part or all of Joe Lake Road East and Dixon Lake Road.
- iii) Land use planning implications of assuming private roads
- iv) Recommendations for amendments to By-Law 2001-314A (Adopt a Private Road Assumption Policy) and next steps, which include developing a new policy frame work and application process for the adoption of private roads, reviewing the engineering standards for private road adoption with public consultation being included as part of the Phase 2 Official Plan Review.

Background Information By-Law 2001-314A:

Prior to amalgamation of the City of Greater Sudbury in 2001, the former City of Valley East was considering assuming ownership of the private roads known as Joe Lake Road East and Dixon Lake Road. On December 13, 2001, City of Greater Sudbury Council adopted By-Law 2001-314A which enacts the repeal of all previous policies of the former municipalities relating to private road assumption. By-Law 2001-314A specifically includes the repeal of City of Valley East resolutions 99-07, 99-08, 99-09, and 2000-01.

Under By-Law 2001-314A, no private roads developed after January 1, 2001 are eligible under the policy for consideration for adoption as a public road. The By-Law includes criteria in order to prevent the City incurring any initial capital costs, and to ensure all petitioning interest groups are treated equally. The policy states the following:

“Neither Council nor City Staff shall assume any organizing or coordinating roles in these matters when dealing with petitioning interest groups. There are often dissenting opinion, property disputes, trespass issues, and countless other problems along the way that will emerge that are not of Council’s doing, and Council will not arbitrate such matters.

Council instead has set the policy guidelines and criteria shall let the petitioners work out the problems and disputes, and in exchange, Council will accept the roads without debate if all the criteria have been met.”

A report entitled, “Private Roads – City of Greater Sudbury”, was prepared November 6, 2001 to accompany By-Law 2001-314A, and this report provides background information on the status of private roads for which requests from residents to adopt their private road as a public road had been made prior to Council approval of By-Law 2001-314A. Dixon Lake Road was not identified in this report. The list of private roads for which the City had received requests to adopt by that date include:

- i. North Shore Road
- ii. Raft Lake Road
- iii. Pine Cone Road
- iv. Donnelly Court
- v. Dill Lake Road
- vi. Joe Lake Road East
- vii. Joe Lake Road West
- viii. Frenchman Lake Road South
- ix. Bushy Bay Lake Road

The Official Plan currently contains the following language in regards to the assumption of private roads which matches By-Law 2001-314A:

Private roads provide access to residential uses in Rural Areas, but are not maintained by the City. Schedule 7, Transportation Network indicates some but not all private roads in Greater Sudbury. It is the City's overall intention not to assume control over 136 such roads beyond what is determined to be feasible. The following eligibility criteria have been established for the assumption of private roads:

- a. a registrable survey plan(s) of the road right-of-way is produced, meeting the minimum widths and geometric design standards for private roads;
- b. property ownership of the right-of-way is acquired and fully transferable to the City at no cost to the municipality;
- c. roads are constructed or improved to meet the minimum maintenance standards for assumption of private roads;
- d. the proposed road is continuous with and/or connects to an existing municipal road or provincial highway;
- e. the road must service year-round residential properties;
- f. industrial, commercial and institutional roads will not be considered; and,
- g. new private roads developed after January 1, 2001 will not be assumed by the City.

In 2003 amendments were made to the Municipal Act, 2001 (Section 31(1) whereby land may only become a highway by a By-law establishing it (and not by the activities of the municipality of any other person in relation to the land), except:

- All highways transferred under the Public Transportation and Highway Improvement Act;
- All road allowances made by the Crown surveyors that are located in municipalities;
- All road allowances, highways, streets and lanes shown on a registered plan of subdivision.

When assumption by-law is passed, minimum maintenance standards apply (s. 44). However, it is worth noting that amendment spoke only to the creation of new highways: it did not change the status of existing highways.

Since the adoption of By-Law 2001-314A, only Pine Cone Road has satisfied all of the criteria and been adopted by by-law as a municipal road. Following the adoption of Pine Cone Road as a municipal road, the residents of this former private road petitioned the City to further improve the newly established municipal road to upgrade to hard surface and to install additional guiderail. These requested upgrades were beyond what was required of the residents under By-Law 2001-314A to initially upgrade the private road to a standard for consideration for adoption as a public road.

In situations in which there is City-owned infrastructure (e.g. fire hydrant) on a private road, the City does not maintain the private road (i.e. does not provide snow clearing, road grading, etc) in order to gain access to the infrastructure (e.g. fire hydrant). The owners of the private road are responsible to maintain the private road to allow the City access to the City's infrastructure (e.g. fire hydrant). The City only maintains the actual City-owned infrastructure (e.g. fire hydrant) to keep clear of snow and other debris.

In summary, in the 20 years since the passing of By-Law 2001-314A, the City has only received two formal requests to adopt a private road. Pine Cone Road has been adopted and the process with Joe Lake Road East and Dixon Lake Road is ongoing. There have been a few inquiries on the process and the requirements to adopt a private road (for example Donnelly Court), however there has not been an investment from the residents to bring the road to the required standard.

Background and Recommendation for Joe Lake Road East and Dixon Lake Road

Over the years, the residents (private road association) of Joe Lake Road East have carried out improvements to the road and arranged for the future transfer of the road land, should the City agree to assume the private road known as Joe Lake Road East as a municipal road. However, there are outstanding issues previously identified in both the 2001 report and a more recent 2015 assessment that need to be addressed prior to meeting the criteria outlined in By-Law 2001-314A and the City assuming Joe Lake Road East as a municipal road.

In the November 6, 2001 report entitled, "Private Roads – City of Greater Sudbury", recommendations for improvements to Joe Lake Road East are outlined in order for the City to consider it for adoption as a municipal road. The recommendations outlined in the November 6, 2001 report for Joe Lake Road East are general requirements, and include the following:

- Legal plan must be prepared defining right-of-way.
- Minor road platform widening required at narrow spots.
- Surface graveling required.
- Guiderail improvements required.
- Minor ditching required at west end hill and some realignment.
- Requires streetlighting.

In 2015, upon request from the residents, Staff carried out a detailed review of the work completed on Joe Lake Road East, and provided a specific description of the outstanding work to meet the criteria outlined in the November 6, 2001 report. As described in the July 16, 2015 letter from the City to the Joe Lake Road East private road association, the following issues remain outstanding prior to the City adopting this private road as a municipal road:

- There are no culverts under the road or at the driveway connections. It is not apparent how the road drains to the lake; however it is clear that the drainage is required to cross private property. The City will require a drainage easement over the ditches on private property that outlet to the lake registered on title in priority to any mortgage. Easements are typically 3 m in width. A transfer of easement will require a reference plan be deposited to create a registrable description. If there are current drainage issues, or locations where the water ponds, correct the issue and inform the City of these locations prior to acceptance.
- The rock face is to be sufficiently cleaned such that overburden stops falling onto the road and ditch. This requires overburden to be shaped into a stable slope (typically 3H:1V) and vegetation established on the exposed face.
- Guiderail (or other approved method of roadside protection) is to be installed in accordance with the provided sketches.
- The City acknowledges that there is plow damage to the existing guiderail and will reimburse the association for an agreed upon amount towards the cost of the repair. Prior to starting any repair work, the association must provide an estimate of the repair costs and reach an agreement with the City as to the amount to be paid to the association. Upon completion of the work, the City is to be provided with an itemized invoice for the work and materials, for review by the City and payment, if it is in order.
- Four streetlights were required. It is not clear if the streetlights installed are operational or meet the City standard for streetlights. Provide documentation regarding the purchase and installation of the streetlights to the City for review. If no documentation is available, the City will request Greater Sudbury Utilities (the City's streetlight maintenance provider) review the streetlights. The streetlights must be approved in writing by Greater Sudbury Utilities as meeting City standards before the road is accepted. Any cost to inspect or remediate will remain with the association.

- Any brush encroaching on the cleared portion of the right-of-way is to be cut back prior to acceptance. Brushing is to be completed from the roadway to the back of ditch or bottom of slope, whichever is further.
- The property ownership of the right-of-way is to be transferred to the City, free of any mortgages, and at no cost to the City.

The issues identified above remain outstanding, and are the responsibility of the Joe Lake Road East private road association to complete in order to meet the criteria for the City to adopt Joe Lake Road East as a municipal road. Once notified that the work has been completed, Staff will review the road to confirm that the outstanding issues have been completed to meet the standards required under previous correspondence and outlined in By-Law 2001-314A.

A formal review of Dixon Lake Road has not been completed under By-Law 2001-314A.

It should be noted that the City currently has an arrangement with the Joe Lake Road East private road association to turn winter control equipment around at the intersection of Joe Lake Road East and Dixon Lake Road. This arrangement benefits both the City and the private road association, as it provides the City with a larger turn-around location for winter control equipment, and provides the private road association with snow clearing on a portion of their private road. This arrangement does not infer an intent on the part of the City to assume the private road as a municipal road.

Planning Implications of Assuming Private Roads

There are a number of land use planning implications associated with the formal municipal assumption of private roads. The primary issue is the potential for increased development activity (and requests for service level enhancements) in the rural areas should a private road become a public road. Currently, the Official Plan and Zoning By-law prevent new lot creation and restrict the issuance of building permits on properties that are only serviced by private roads.

The primary paths by which the City assumes new roads is by way of a draft plan of subdivision application under the *Planning Act* or through a Municipal Class Environmental Approval (MCEA). Both of these processes take into account Official Plan policies, development considerations, environmental impacts, long term financial impacts and other matters through a comprehensive process that includes public consultation.

By-Law 2001-314A currently provides another pathway, via the *Municipal Act 2001*, for historical private roads to become public outside of the above processes. The By-law includes criteria that are, for the most part, focused on the ownership, design and safety elements of the road and not on the broader land use planning and asset management goals and objectives of the City's Official Plan and Council's Strategic Plan.

As shown in Appendix A, there are a significant number of private roads that exist in the City, both in the urban and rural areas. Some of these roads are owned by private companies and are used for resource extraction, others are internal to commercial or institutional developments, while others are roads that provide access to rural areas and lakes. The majority of the private roads constructed prior to January 1, 2001, are rural in nature and located outside of the Settlement Boundary. The adoption of additional municipal roads will increase the infrastructure funding gap that currently exists for both asset renewal and operating costs.

The Official Plan has policies on lot creation in Rural Areas to limit rural development in order to mitigate the pressures inherent to unserved development and the environmental impact of private septic systems. Given the land use planning and asset management considerations identified above, the City may want to further restrict the areas in which it would consider the assumption of private roads to areas within the settlement boundary in accordance with the intensification, sustainability of assets and rural development policies of the Official Plan. Should Council give this direction, the policy framework could be further evaluated and public consultations held as part of the Phase 2 Official Plan review.

Recommendations for Changes to By-Law 2001-314A

Staff recommend that the City update the policy framework in the Official Plan and create a formal application process for requests to assume private roads and that By-Law 2001-314A be repealed on December 31, 2022.

The updated policy framework would ensure that the assumption of private roads conforms with the Official Plan and Council's Strategic Plan. This could include policies that restrict future private road assumptions to roads within settlement boundary.

By creating a new application process, Staff would be available to provide information and pre-consultation services to the public and engineering consultants, facilitate with other development applications, and implement Council's development policies and zoning by-laws, as well as highlighting other requirements. The process would conclude with a report being presented at Planning Committee for approval and authorization to enter into an agreement identifying all of the requirements for the City to adopt the road. Upon compliance with the requirements, a bylaw assuming the road would be presented to Council for passage in accordance with the requirements of the Municipal Act 2001.

One benefit of implementing a formal application process is the opportunity to include in the process a SPART (Sudbury Planning Application Review Team) meeting. The SPART meeting is a pre-consultation meeting to confirm the appropriate documentation required for the assumption of the private road, and processing timelines. The meeting minutes are distributed and clear requirements are documented. This provides greater clarity than the existing ad hoc process.

By-Law 2001-314A (Adopt a Private Road Assumption Policy) outlines the existing process for petitioning residents to apply for the CGS to assume their private road as a publicly owned and maintained road. Under By-Law 2001-314A, no private roads developed after January 1, 2001 are eligible under the policy for consideration for adoption as a public road and it is not proposed to change this criteria as all new roads are to be created through the subdivision or MCEA process.

As noted in the By-Law, the implementation of the policy is to follow a similar process of review as a development application. The current eligibility criteria is outlined the By-Law, and the current minimum standards for private roads are outlined.

If By-Law 2001-314A is repealed, the proposed process for considering the assumption of a private road as a municipal road will be by means of a development application with a policy framework and requirements established in the Official Plan. If directed by Council, Staff would establish a new application process to replace By-Law 2001-314A. The eligibility criteria and minimum standards for adoption of a private road as a municipal road will be reviewed and revised as part of the development of the new formal process, including application forms and fee structure.

Next Steps:

Staff are recommending that they be given direction to update the private road assumption policies as part of the Phase 2 Official and establish a new development application process for private road assumption to replace By-Law 2001-314A (Adopt a Private Road Assumption Policy as part of the Phase 2 Official Plan Review.

As a result, it is recommended that By-Law 2001-314A be repealed on December 31, 2022. All roads eligible under By-Law 2001-314A will until that date to have their private road accepted as a municipal road under the current process and requirements defined under By-Law 2001-314A. An extensive public consultation plan is included as part of the Phase 2 Official Plan Review and it will include the changes to the adoption of private roads. In addition the engineering standards for private road adoption will be updated concurrent to this process.

Resources Cited

- 1) City of Greater Sudbury, City Council Resolution No. CC2020-267, November 10, 2020
- 2) City of Greater Sudbury, By-Law 2001-314A (Adopt a Private Road Assumption Policy), December 13, 2001.
- 3) City of Greater Sudbury, Assumption of Private Roads Report, November 6, 2001.
- 4) City of Greater Sudbury, Letter to Mr. Dan Bazinet (RE: Joe Lake Road East), July 16, 2015.
- 5) City of Greater Sudbury, Winter Control North-East Section 2020-2021, Plow & Sand Route 4, September 12, 2020.
- 6) City of Greater Sudbury, Planning Services Division, Official Plan: <https://www.greatersudbury.ca/city-hall/reports-studies-policies-and-plans/official-plan/>
- 7) Ontario Municipal Act, 2001 <https://www.ontario.ca/laws/statute/01m25>

Private Roads Identified in By-law 2001-314A

Settlement Area

Private Roads

Frenchman Lake Road South

Joe Lake Road East

Joe Lake Road West

North Shore Road

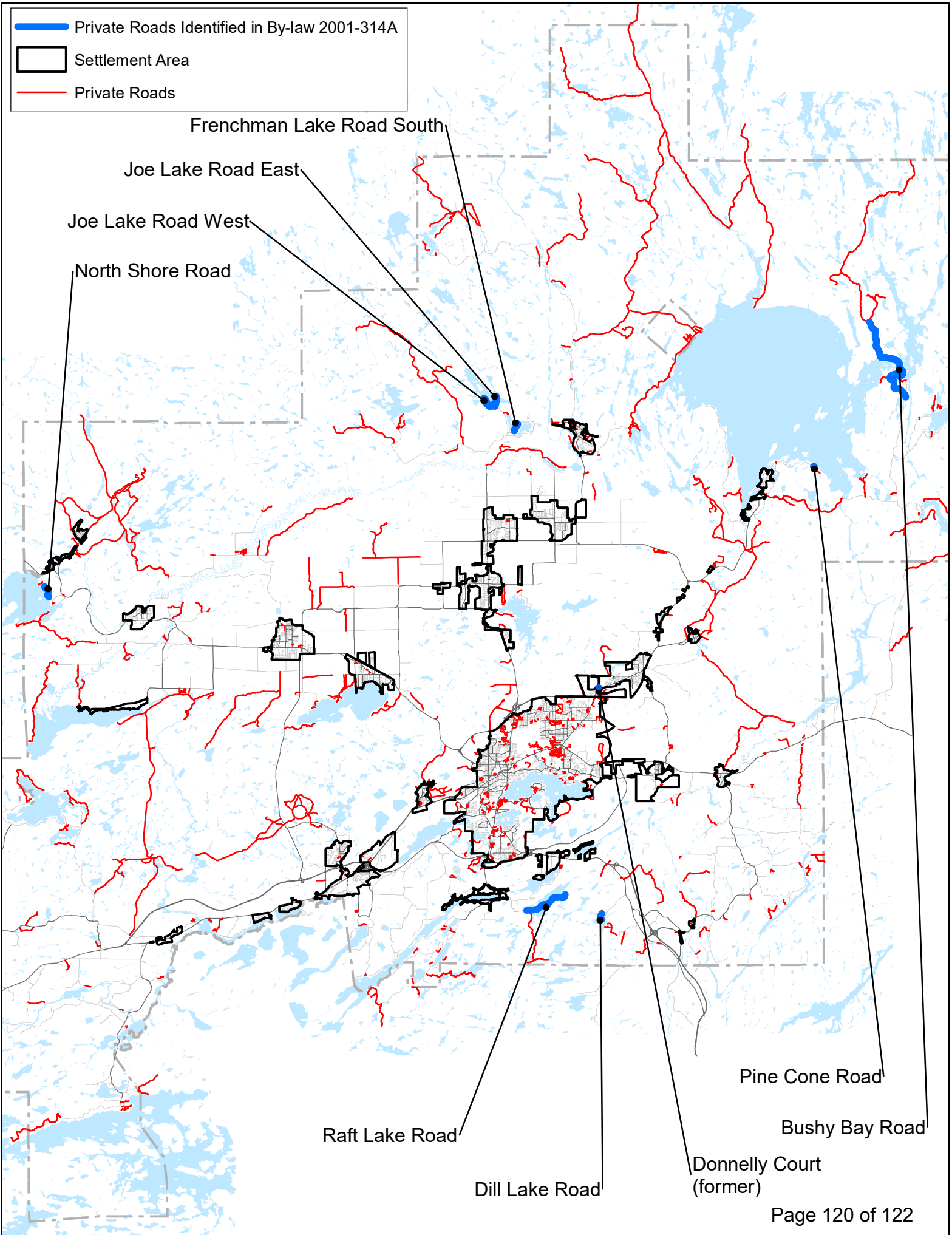
Pine Cone Road

Bushy Bay Road

Raft Lake Road

Donnelly Court
(former)

Dill Lake Road



CEEP Revision – 2021

Presented To:	City Council
Meeting Date:	June 15, 2021
Type:	Correspondence for Information Only
Prepared by:	Stephen Monet Planning Services
Recommended by:	General Manager of Growth and Infrastructure

Report Summary

This report provides information regarding a revision to the 2016 CEEP results.

Relationship to the Strategic Plan, Health Impact Assessment and Community Energy & Emissions Plan (CEEP)

The 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 Climate Change) under the “Climate Change” strategic priority by providing opportunities to reduce Greenhouse Gas (GHG) emissions within our community.

Financial Implications

There are no financial implications associated with this report.

Background

The City of Greater Sudbury contracted Sustainability Solutions Group (SSG) as a consulting company to develop the Greater Sudbury Community Energy and Emissions Plan (CEEP), which was finalized and approved by Council on September 22, 2020. The CEEP provides guidance for Greater Sudbury to reach a net-zero emissions target by 2050, in response to a Climate Change Emergency declared by City Council in May, 2019.

In mid-February, 2021, an error in the 2016 baseline data was discovered. SSG confirmed the error and agreed to thoroughly review all of the model inputs and revise the CEEP report accordingly. The error involved the inadvertent omission of two significant energy usage inputs to the model.

The revision of the CEEP results in an increase of the 2016 baseline annual energy use from 26.9 GJ to 39.3 GJ and of the 2016 baseline annual GHG emissions from 1.3 to 1.75 Mt CO₂e (million tonnes of CO₂ equivalent). The changes to the baseline data have created changes to the proportion of GHG emissions by sector.

Originally, the top five sources of GHG emissions by sector (in descending order) were transportation, residential, commercial, waste and industrial (see Table 1 below). The revised CEEP results in a change in the order of the top five sources of GHG emissions by sector: transportation, industrial, residential, commercial, and waste.

Table 1. Comparison of Top Five GHG Emissions by Sector between 2016 Baseline of Original CEEP and 2016 Baseline of Revised CEEP.

Rank	2016 Annual GHG Emissions (Mt CO2e) – Previous CEEP	2016 Annual GHG Emissions (Mt CO2e) – Revised CEEP
1	Transportation – 0.56 (43% of total GHG emissions)	Transportation – 0.56 (32% of total GHG emissions)
2	Residential – 0.29 (22%)	Industrial – 0.49 (28%)
3	Commercial – 0.15 (12%)	Residential – 0.29 (17%)
4	Waste – 0.14 (11%)	Commercial – 0.18 (10%)
5	Industrial – 0.12 (9%)	Waste – 0.15 (9%)

Despite the changes to the CEEP’s 2016 baseline data, the CEEP’s 18 goals remain unchanged and the implementation efforts by the community and the City divisions are unaffected. Importantly, two of Greater Sudbury’s largest industrial stakeholders, VALE and Sudbury Integrated Nickel Operations, a Glencore Company, have both committed to carbon neutrality by 2050.

Impact to Community/Council/Staff

Inadvertent errors were made to model inputs used in the development of the CEEP. As a result of these errors, the industrial sector is now the second largest local source of GHGs after transportation, whereas it had incorrectly been estimated as the fifth largest source after the transportation, residential, waste and commercial sectors. CEEP implementation efforts by the community and the City divisions are unaffected.