



Finance and Administrative Committee Agenda

Tuesday, March 28, 2023

Councillor McIntosh, Chair

6:00 p.m. Closed Session, Committee Room C-12 / Electronic Participation

6:30 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) Personal Matters (Identifiable Individual(s)) item regarding a performance review in accordance with the Municipal Act, 2001, par. 239(2)(b).	
4.	Recess	
5.	Open Session	
6.	Roll Call	
7.	Declarations of Pecuniary Interest and the General Nature Thereof	
8.	Matters Arising from the Closed Session At this point in the meeting, the Chair of the Closed Session, will rise and report. The Committee will then consider any resolution(s) emanating from the Closed Session.	
9.	Presentations	
9.1	2022 CAO Performance Objectives and Fourth Quarter Performance This report describes the status of CAO performance objectives and corporate performance up to December 31, 2022.	4
10.	Managers' Reports	
10.1	2023 CAO Performance Objectives This report recommends the Chief Administrative Officer's 2023 performance objectives.	31
10.2	Employment Land Community Improvement Plan This report provides a recommendation to undertake the required public consultation and Planning Act process to formally adopt and implement the CIP. Additionally, the report outlines the development of a draft Employment Land Community Improvement Plan (CIP) for Greater Sudbury in response to Council direction and recommendations in the City's Employment Land Strategy.	37
11.	Members' Motions	
11.1	Request for Report Describing Process to Establish Multi-Year Budget As presented by Councillor McIntosh: Whereas a municipality's budget is a key policy document that describes	

annual service plans and methods of paying for planned service levels;

And whereas City Council's budget process includes several weeks of independent councillor review and public inquiry leading to a series of meetings intended to ensure the final budget reflects Council's service expectations;

And whereas the process of preparing the annual budget requires approximately 10,000 hours of staff time;

Therefore, be it resolved that staff prepare a report for the May 16, 2023 Finance and Administration Committee meeting describing the process changes required to establish a multi-year budget starting with the 2024 Budget.

12. Correspondence for Information Only

- | | | |
|-------------|--|------------|
| 12.1 | Treasurer's Report on Remuneration and Expenses Paid to Members of Council and Council Appointees During 2022 | 67 |
| | This report provides information regarding expenses incurred by Members of Council for 2022. This report is prepared in accordance with By-law 2016-16F respecting the payment of expenses for Members of Council. | |
| 12.2 | Development Charges – July 2023 to June 2024 | 110 |
| | This report provides information regarding routine indexation changes to Development Charges (DC) that will be effective July 1, 2023 in accordance with By-Law 2019-100. | |
| 12.3 | Contract Awards Exceeding \$100,000 October 1 – December 31, 2022 | 117 |
| | This report provides information regarding contract awards \$100,000 or greater awarded from October 1, 2022, to December 31, 2022, and includes previously omitted reports from past reporting periods. | |

13. Addendum

14. Civic Petitions

15. Question Period

16. Adjournment

2022 CAO Performance Objectives and Fourth Quarter Performance

Presented To:	Finance and Administration Committee
Meeting Date:	March 28, 2023
Type:	Presentations
Prepared by:	Ed Archer CAO's Office
Recommended by:	Chief Administrative Officer

Report Summary

This report describes the status of CAO performance objectives and corporate performance up to December 31, 2022.

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

Fulfilling the 2022 objectives described in this report produces a variety of outcomes directly related to the goals described in City Council's 2019-2027 Strategic Plan. The emphasis in this report is on Goal 1.5 – “Demonstrate innovation and cost effective service delivery”, although several planned outcomes influence progress on multiple goals within both the Strategic Plan and the CEEP.

Financial Implications

There are no financial implications associated with this report.

Background

This report provides an update on the status of planned outcomes and corporate performance to the end of the fourth quarter. City Council approved the Chief Administrative Officer's performance objectives at its April 12, 2022 meeting, following initial review and approval at the March 29, 2022 Finance and Administration Committee meeting. These objectives address eight priorities that require a shared enterprise-wide focus and close collaboration among the Executive Leadership Team:

- a) Demonstrate Progress on the Community Energy and Emissions Plan
- b) Continue Implementing the Customer Service Strategy
- c) Lead the Development of Council's Large Projects
- d) Promote innovation and lead effective change
- e) Ensure effective asset renewal occurs
- f) Provide advocacy advice and deliver effective community outreach
- g) Continue the evolution of the corporation's Enterprise Risk Management processes
- h) Monitor Covid-19 community support requirements and assign resources as required

Analysis

Status of 2022 Objectives

The table in **Appendix A** describes the status of CAO performance objectives at the end of the fourth quarter.

Operating Performance to December 31

Appendix B presents the corporate balanced scorecard and the status of key projects as at December 31. Throughout the first and second quarters Directors developed divisional scorecards to augment the corporate reporting that's been underway for the last several years. These scorecards require further development and will be integrated into a variety of public reporting and accountability processes. This supports one of the CAO performance objectives and is an evolution in the corporation's transparency and accountability reporting efforts. Among the noteworthy highlights from 2022 operations:

- The corporation successfully completed its return to the workplace plan. This included hybrid work routines for approximately 200 employees, and fully remote processes for a further 200 employees.
- The corporation received \$1.75 million from the province to streamline development approvals; since plans were already underway to make several process improvements via the Land Management Information System and One-Stop Shop projects, this funding enabled the [identification](#) of further improvements that strengthen ongoing efforts to improve residential development approval processes
- Council approved a [Homelessness Prevention Program and Investment Plan](#) that included three elements: Community Homelessness Prevention Initiatives, the Home for Good Program and the Strong Communities Rent Supplement Program
- Progress on Council's Large Projects proceeded on schedule with a significant update about Junction East presented at a [special City Council meeting May 3](#); Council reached the scheduled decision point regarding the Event Centre Request for Proposals and [decided](#) to stop the project at its July meeting when the submitted proposals indicated a substantial budget increase was required to continue the project
- Council approved a [Supplemental Road Rehabilitation Program](#) that identified \$6 million worth of road repair and renewal work in response to harsh seasonal freeze/thaw cycles
- Council approved a [Community Housing Renewal Strategy](#) addressing capital renewal needs
- The Finance & Administration Committee received an update to its 10-year [Long Term Financial Plan](#) which described the corporation's financial condition and potential financing strategies for the next ten years
- The Operations Committee updated the corporation's [Sidewalk Priority Index](#). Public consultation on [draft Complete Streets Guidelines](#) commenced in the third quarter.
- Council adopted an [Automated Speed Enforcement Program](#). To further enhance road safety, the corporation's [Red Light Cameras](#) went live in September, with six cameras in use across the city.
- Consistent with Council's Community Energy and Emissions Plan, the corporation [celebrated the 10 millionth tree planted in our city](#). Joined by Prime Minister Trudeau, Dr. Jane Goodall and community leaders at an event held at Bell Park to mark the occasion, the extensive community collaboration

required to achieve this milestone was widely recognized. Dr. Goodall's participation in Greater Sudbury's regreening story continues with her partnership with Science North for the upcoming IMAX film "Reasons for Hope", which will celebrate and tell the story of Greater Sudbury's regreening achievements.

- Planned results were achieved for the corporation's enterprise change projects – COMPASS and the Human Capital Management Plan. COMPASS is live and on schedule. As at December 31, all eligible employees were enrolled to use this online, real-time reporting tool for time, activity and attendance information. This automates several manual processes and provides new information about staff service efforts. The Human Capital Management Plan has several initiatives underway that, generally, further strengthen the corporation's capacity for managing its relationship with employees and positions it as an employer of choice.
- Progress on the Automated Meter Infrastructure project is meeting revised project milestones, with over **70%** meters installed to date. The online customer portal will be available in the first quarter of 2023.
- The Land Management Information System project remains behind schedule due to contractor and staff resource availability challenges. **Staff developed alternate approaches to fulfill the project's requirements so that an online portal could be ready for use in the first quarter of 2023.**
- Intergovernmental relations efforts were the focus during the corporation's attendance at the 2022 AMO Conference. In a series of personal meetings with provincial Ministers, the mayor and senior staff [advocated for several priorities](#) important for Greater Sudbury.
- Transit ridership and on-time performance demonstrate positive performance trends. Ridership reached **1.05 million** trips in the fourth quarter, which is **175%** of the Q4 2020 level. **87% on-time performance** remained strong in the fourth quarter, emulating results reported throughout 2022.
- In 311, first call resolution was **75%**, and **82%** of calls to residents requesting updates on the status of their service request were completed within the expected response time. Our One-Stop Shop managed **2,560** in-person requests during the fourth quarter (**9,690** year-to-date).
- Innovation Quarters, a new business incubator space located downtown, opened in the third quarter. It provides resources and services that support early-stage, innovative, high growth potential business startups across a spectrum of sectors and industries.
- Recruitment and selection of Municipal Law Enforcement Officers was completed in the second quarter, signalling the adoption of service levels that were formally established in the 2022 operating budget and marking the end of the downtown security pilot project. Along with additional camera technology and ongoing collaboration with Greater Sudbury Police Service, these officers have produced security improvements at TDS, the Transit Depot, in social housing facilities and parks.

Status of Key Enterprise Risks

In accordance with the corporation's Enterprise Risk Management processes, this quarterly report presents an opportunity to review developments affecting the key corporate risks in the ERM framework. Like the entire framework, this review will evolve as Council's and the corporation's experience grows.

As previously noted in several meetings, staff identified nine key risks that, at an enterprise level, deserve regular monitoring due their potential impact on the corporation's finances and/or operations. For

convenience, they are presented in **Appendix C**, which includes a current assessment of their likelihood, potential impact and risk level.

While not a key enterprise risk, ELT has been managing the operating risk presented by current rates of wage and price inflation. This increases the risk that service levels will be unmet, particularly in leisure services, long term care and among our contractors due to increased staff turnover, unsuccessful competitive bid processes or ongoing supply chain disruptions. Our response includes redeploying staff to support key initiatives where required, modifying recruiting policies and processes to increase the potential candidate pool for vacant positions, and continuing to monitor the results of competitive bid processes.

Covid-19 Monitoring Continues

The CAO is also the Chair of the Community Control Group (CCG), which is part of the governance structure included in Greater Sudbury's Community Emergency Response Plan. As previously reported the CCG was meeting regularly between January 2020 and the second quarter of 2022, when the meeting schedule changed to an "as required" frequency in recognition of changes to provincial mandates. The schedule for updates to City Council and staff also changed in the second quarter, from daily to twice per week. Staff provided a [report](#) in the second quarter describing corporate pandemic recovery plans and that highlighted the service innovations adopted by the corporation resulting from its pandemic experience.

Next Steps

A brief presentation will be provided during the open portion of the March 28 Finance and Administration Committee meeting to demonstrate appropriate transparency and accountability, and to facilitate public discussion about the corporation's 2022 performance.

References

November 8, 2022: **2022 CAO Performance Objectives and Third Quarter Performance** <https://pub-greatersudbury.escribemeetings.com/filestream.ashx?DocumentId=47757>

July 12, 2022: **2022 CAO Performance Objectives and Fourth Quarter Performance** <https://pub-greatersudbury.escribemeetings.com/filestream.ashx?DocumentId=47072>

April 19, 2022: **2022 CAO Performance Objectives and First Quarter Performance** <https://pub-greatersudbury.escribemeetings.com/filestream.ashx?DocumentId=44002>

March 29, 2022: **2022 CAO Performance Objectives.** <https://pub-greatersudbury.escribemeetings.com/filestream.ashx?DocumentId=43651>

June 22, 2021: **Enterprise Risk Management Update and Annual Register of Key Enterprise Risks.** <https://pub-greatersudbury.escribemeetings.com/filestream.ashx?DocumentId=40219>

January 17, 2017: **CAO Performance Evaluation and Performance Planning and Development.** <https://pub-greatersudbury.escribemeetings.com/filestream.ashx?documentid=9553>

Appendix A: Status of CAO Performance Objectives

Objective	Expected Outcome(s)	Status at September 30, 2022
Demonstrate Progress on the Community Energy and Emissions Plan	<ul style="list-style-type: none"> Administrative policies and processes reflect further integration of CEEP objectives into routine workflows Performance indicators show progress toward CEEP objectives 	<ul style="list-style-type: none"> Capital prioritization processes and bid specifications, where appropriate, reflect an emphasis on contributions to CEEP objectives Four sector working groups established: 1) EV Working Group 2) Communications Working Group 3) Efficient Buildings Working Group 4) Industrial Working Group Work continues on developing sufficient, appropriate indicators to describe the status of CEEP objectives
Continue Implementing the Customer Service Strategy	<ul style="list-style-type: none"> One-Stop Shop at TDS opens with services that reflect successful staff cross training efforts, enriched job experiences for front-line employees and demonstrated enterprise-wide efficiency improvements Community engagement and branding efforts produce opportunities for positive, proactive interactions with citizens and businesses Customer Service training plan for staff resumes 	<ul style="list-style-type: none"> One-Stop Shop Construction complete; the service became fully operational in the first quarter Community engagement and branding efforts underway and include engagement opportunities via “Over to You”, the corporation’s engagement portal as well as the “Hit Refresh” campaign designed to attract mobile/remote workers to Greater Sudbury Customer Service Training plan for staff resumed as planned and remains underway
Lead the Development of Council’s Large Projects	<ul style="list-style-type: none"> Junction East – complete design phase and present a decision to Council Event Centre – produce reports in Q2 as directed by Council Junction West – maintain awareness of market conditions and prepare for some form of public solicitation Place des Arts – support facility opening 	<ul style="list-style-type: none"> Junction East design phase completed and presented to Council May 3 and June 28; Council amended the budget, directed staff to proceed with detailed design, issue bid documents and proceed with construction Event Centre reports produced as directed, including a recommended direction regarding a preferred construction proponent, a Project Completion Agreement, and an estimate from MPAC of potential property tax implications from the Kingsway Entertainment District; the RFP successfully closed with two of three qualified bidders submitting proposals; Council

Objective	Expected Outcome(s)	Status at September 30, 2022
		<p>directed the project be stopped due to the budget increase required for its continued development</p> <ul style="list-style-type: none"> • Junction West – recommendation presented June 28 to Council regarding the project's status; Council decided to stop the project • Place des Arts – facility has successfully opened; organization is completing final reporting for release of holdback funding allocation of \$500,000.
Promote innovation and lead effective change	<p>Reach intended milestones on:</p> <ul style="list-style-type: none"> • COMPASS • Human Capital Management Plan • Land Management Information System • Automated Meter Infrastructure • Rural and Northern Immigration Pilot • Communications Strategy • Public performance reporting 	<ul style="list-style-type: none"> • COMPASS and Human Capital Management Plan are on schedule; COMPASS is live, currently with over 1,400 users • Land Management Information System and Automated Meter Infrastructure projects are behind schedule, due to staff availability constraints among both contractors and staff • Rural and Northern Immigration Pilot brought over 500 newcomers and their family members to date; Greater Sudbury was approved for 62 additional RNIP allocations for 2022; support for Ukrainians displaced by war/relocated to Greater Sudbury is ongoing • Communications Strategy continues to be implemented, with a focus in 2022 on staff customer service training • Online corporate performance dashboard is now live, further evolution is underway to include divisional performance reporting
Ensure effective asset renewal occurs	<ul style="list-style-type: none"> • Progress on Pioneer Manor, Therapeutic Pool and Supportive Housing projects occurs at expected pace • An assessment of office space needs exists that reflects remote work implications and lessons learned from operations during the pandemic 	<ul style="list-style-type: none"> • Pioneer Manor – awaiting provincial approval on design • Therapeutic Pool – An Over To You page was created to update the public on project status. • Supportive Housing – bid document issued • Office Space Needs Assessment underway and expected to continue in 2023

Objective	Expected Outcome(s)	Status at September 30, 2022
Provide advocacy advice and deliver effective community outreach	<ul style="list-style-type: none"> • Senior governments and local stakeholders have an opportunity to understand City Council's position on priority issues • Indigenous relations and collaboration efforts are supported with sufficient staff resources 	<ul style="list-style-type: none"> • Advocacy messages issued from the Mayor's Office align with Ontario Big City Mayors and Mayors and Regional Chairs of Ontario messages • Local MPs briefed regarding the status of various files including Large Projects, Supervised Consumption, Supportive Housing, Rural & Northern Immigration Pilot program and Ukrainian resettlement • Supported efforts to advocate for Greater Sudbury via personal meetings at the annual AMO conference • Indigenous Relations Coordinator position established and recruitment is underway • Diversity, Inclusion and Equity training for staff is underway
Continue the evolution of the corporation's Enterprise Risk Management processes	<ul style="list-style-type: none"> • Progress continues on implementing the corporation's asset management strategy • An updated enterprise risk assessment exists • Routine workflows further demonstrate integration of strategic priorities with operations • A transition and orientation plan is ready for the next City Council 	<ul style="list-style-type: none"> • Long Range Financial Plan update presented to the Finance & Administration Committee June 21 • Capital Project prioritization tool updated to reflect emphasis on CEEP, strategic plan alignment and enterprise risk • Transition support for a new City Council is complete, facilitated by a staff committee chaired by the Chief Administrative Officer
Lead the administration's Covid-19 support efforts, as required	<ul style="list-style-type: none"> • Local indicators are monitored to routinely assess response needs • "Return to office" plans and related adjustments to administrative policies, work schedules and space utilization plans successfully address service requirements and employee expectations • Regular dialogue with community stakeholders is maintained to assess risk and assign appropriate resources as required 	<ul style="list-style-type: none"> • Covid-19 monitoring continues; CCG meeting frequency changed to "as required" in consideration of provincial mandate changes and local conditions; regular and direct contact with public health, HSN and GSPS leadership continues to ensure awareness of local conditions remains current and complete • "Return to office" plans successfully implemented, with approximately 200 staff working in hybrid work arrangements and approximately 200 in fully remote work arrangements, all in accordance with the corporation's remote work policy;

Objective	Expected Outcome(s)	Status at September 30, 2022
		“Disconnecting from Work” policy introduced in Q2 in accordance with provincial requirements and a focus on employee wellness

Appendix B: 2022 Fourth Quarter Corporate Performance Scorecard

	Q4 2019	Q4 2020	Q4 2021	Q4 2022
Financial Indicators				
Credit Rating	AA, Stable	AA, Stable	AA, Stable	AA+, Stable
Value of Competitive Bid Process	\$1,984,349	\$1,489,785	\$1,311,272	\$2,522,777
% of Capital Funds Committed or Spent	56%	68%	73%	65%
Value of Outstanding Property Taxes	N/A	N/A	2.60%	3.1%
Debt: Reserve Ratio	0.54	1.70	1.37	1.94
Debt: Revenue Ratio	0.11	0.40	0.37	0.37
Customer Service				
Transit Action Plan- Sunday Ridership	122,176	51,733	62,992	87,839
Transit Action Plan - Ridership	1,670,563	601,545	737,064	1,053,490
Transit Action Plan - On-time Performance	86%	92%	91%	87%
First Call Resolution Rate	76%	74%	75%	75%
Citizen Satisfaction	92%	92%	92%	N/A
% of Services Available Online	N/A	78%	109%	140%
% of Callbacks within Expected Response Time	89%	86%	69%	80.6%
# of Public Meetings/Input Opportunities	23	5	8	5
Tax payers registered for PAP	48.07%	49.37%	48.91%	49.30%
Development Applications Processed within legislative benchmarks	88.60%	74%	72%	89%

	Q4 2019	Q4 2020	Q4 2021	Q4 2022
% of New Development in Settlement Area				
Residential Units	87.10%	84.10%	86%	77.40%
Non-residential development	70.60%	89.10%	76%	88.10%
Serviced Employment Land Available (hectares)	172.4	172.4	172.4	172.4
New Non-residential Development (sq ft)	122,634	73,138	73,138	11,054
Diversion of Organic Materials	3,246,719 kg	1,994,775 kg	3,454,376 kg	3,567,960 kg
% of social housing wait list placed annually	6%	6.9%	11.8%	9%
Number of social housing units per 1000 households	58	55.7	55.85	53.68
Social housing admin operating costs per	\$75.14	\$71.44	\$58.58	\$89.98
Percentage of caseload with employment earnings	10.85%	8.1%	6.71%	7.56%
Average monthly employment earning per person	\$835.35	\$1021	\$980	\$806
Utilization rate for directly provided	76.31%	56.38%	62.44%	77%
Average Fire Response Time				
Career	00:06:28	00:05:10	00:07:47	00:08:07
Volunteer	00:10:29	00:09:14	00:14:46	00:14:00
Paramedic Response Times				
CTAS1 - Standard <8 min. 80% of the	00:11:20	80%	80%	78%
CTAS2- Standard <10 min. 85% of the	NA	86%	82%	83%
CTAS3- Standard <15 min. 85% of the	00:10:42	96%	96%	96%
CTAS4- Standard <15min. 85% of the	00:07:39	97%	97%	96%
CTAS5- Standard <15 min. 85% of the	NA	97%	97%	96%

	Q4 2019	Q4 2020	Q4 2021	Q4 2022
Employee Perspective				
Employee Turnover	1.70%	1.15%	2.15%	2.05%
Lost Time Due to Injury (LTIF)	5.27	2.88	5.13	4.67
Lost Time Due to Injury (LTIF) – Non COVID	N/A	N/A	N/A	4.09
Lost Time Injury Severity (LTIS)	69.98	34.11	65.9	85.07
Lost Time Injury Severity (LTIS) – Non COVID	N/A	N/A	N/A	79.23
Lost Time Due to Injury (LTIF) - previous 12 months	N/A	3.43	3.45	13.28
Lost Time Due to Injury (LTIF) – previous 12 months – Non COVID	N/A	N/A	N/A	3.44
Lost Time Injury Severity (LTIS) - previous 12 months	126.49	126.26	86.19	190.80
Lost Time Injury Severity (LTIS) – previous 12 months – Non COVID	N/A	N/A	N/A	135.34
Internal Business				
Average Days to Hire – Union	22	34	23	27
Average Days to Hire – Non-Union	20	34	29	26
Training expenditures as a % of wages and benefits	0.78%	0.54%	0.26%	0.51%
Asset Management Plan Availability	14%	27%	58%	58%
EFT Payment Rate	78.30%	73.20%	81.6%	85.12%
Number of bids per bid call	3.4	3.7	3.8	3.1

	Q4 2019	Q4 2020	Q4 2021	Q4 2022
% of Key Policies & Plans Updated in the Last 7 Years	N/A	N/A	N/A	74%
IT Devices per employee	1.28	1.19	1.33	1.28
# of Awards & Recognition Received	1	2	1	2

*Adjustments may occur to reflect changes from estimates to actuals

Key Projects and Status:

CAO'S OFFICE

PROJECT	STATUS
Customer Relationship Management System	The Customer Relationship Management (CRM) system project is being moved into business operations, as continuous enhancements are worked into workplans. The CRM is a foundational, enterprise system used to deliver continuous enhancements to customer service. One of the major enhancements being worked on at this time is a single-sign on web portal which will enable residents to personalize and tailor their experience and use a single-on for various online platforms.
Customer Service Strategy Implementation	Over the past quarter we have added another service areas to the Customer Relationship Management System (CRM). We have also continued to extended case types for the existing 24 service areas currently configured to use CRM. This has further streamlined inquiries and processes. The re-launch of our Corporate Customer Service training was a success with 20 sessions held over the last half of 2022. Sessions for 2023 have been scheduled and are filling up quickly. The One Stop Services counter at Tom Davies Square continues to welcome residents to our new and improved space. Expanding services offered at One Stop Services will continue in 2023. We are working closely with other Citizen Service Centre locations to ensure consistent service delivery.
Enhanced Communications	The CityConnect newsletter is scheduled to resume in Q1 of 2023. At the beginning of the pandemic, it was determined that the newsletter was not the right tool for ever-

PROJECT	STATUS
	changing information and that it was necessary to eliminate barriers created by subscriptions. With services generally back to pre-pandemic levels, this communications medium is ready to resume, but we are taking the opportunity to revisit the format and process to align with current practices. Work is currently underway to research leading practices to develop an improved approach that best serves our residents.
Communication Review	The CGS COVID-19 response continued to require significant Communications resources into Q1 of 2022, which delayed the implementation of some more formal implementation goals. In 2023, work to achieve the review's goals is focused on the development of a Community Engagement Strategy and Framework.
Indigenous Relations	A detailed update report was presented to Council on June 28. Staff continue to focus on the four priorities identified in earlier updates: Community Network; Dedicated Resources; Education; and Workforce.
Event Centre at KED	Council did not approve the project budget put forward on July 12, 2022. Staff are winding down all aspects of this project and terminating all contracts and agreements. A summary of potential options for replacement or improvement of Sudbury Community Arena will come to the new Council in Q2, 2023.
The Junction	Council approved the conceptual design and financial plan for the Junction East project in June 2022. Detailed design for this project is ongoing with a tender issue expected in early 2023. Council directed that work on the Junction West project be suspended indefinitely.
Place des Arts	Place des Arts is now open and operating. The organization is now working on their final report requirements which will be reviewed by staff before final disbursement of capital funding.
Museums	At the direction of Council, staff are developing a Museums Revitalization Plan for consideration in 2023. A draft version will be presented to Council in Q4 2022. Pending Council direction, the plan will be made available for public and stakeholder consultation prior to the finalization of the business case for Council's consideration.
Employment Land Strategy	The Employment Land Strategy was presented and received by Council in August of 2022. Direction was given to prepare an implementation strategy and business cases for the identified capital improvements and to commence development of an Employment Land Community Improvement Plan (CIP). The business cases are included for Council's consideration in the 2023 Budget. The implementation strategy and draft CIP are scheduled to be presented to Council in late Q1 and early Q2.

PROJECT	STATUS
COMPASS	Currently in the Launch Phase, the project is moving forward on schedule and on budget. Over 150 employees are already successfully reporting daily time and activities into COMPASS, with hundreds more expecting to move to COMPASS in 2022 through a phased departmental launch. Training courses, manager workshops and extensive support are being provided by the COMPASS Project Team to support staff through the change process. Data on the entire chain of activities required to deliver all services and projects across the organization will be available as of January 1st 2023. More updates will be provided to Council as the project progresses.

GROWTH & INFRASTRUCTURE

PROJECT	STATUS
Strengthening Development Services	<p>Economic Development, Planning and Building Services continue collaborating to advance development opportunities and implement process improvements. The 2022 year-end edition of the Quarterly Growth & Development Bulletin was issued to a broad audience in Q1. Business outreach continues providing feedback to staff on issues and possible change, considerations, and staff meet regularly with groups including the Chamber of Commerce and Sudbury Home Builders Association. Recommendations of the Employment Land Strategy will also have positive implications for the City's development approvals process and will be brought forward as part of that Implementation Strategy.</p> <p>The City's participation in the Province's Streamlining Development Approval Funds program is also supporting staff in finding new ways to improve municipal development approval processes.</p>
AMR/AMI – Water Meter	<p>Approximately 30,600 meters have been installed as of January 12 (63.3% of all accounts). City staff are continuing to work with KTI Utility Services (KUS) to address meter installation refusals. Since December 2022, "hard refusals" (rate payers who refused to have a meter installed) have decreased from approximately 50 to 4, while "soft refusals" (rate payers who have missed/late appointments or did not get a meter installed because of COVID precautions) are at approximately 2,670.</p> <p>The customer portal is live and available to any account that has signed up for web account.</p>

PROJECT	STATUS
Land Management Information System (LMIS)	Go-live is now targeted for 2023 Q1 to ensure a quality, first release. It will focus on building permitting and how customers and business partners interact with Building Services. Some staff and contractor resource availability impacts continued in Q3 and a plan has been developed to address these constraints. Work to onboard the site plan review services began in 2022 Q4. Plans to iteratively onboard other services are under review.
Paris-Notre Dame Bikeway	The City received \$3.3 million in funding through Infrastructure Canada's Active Transportation Fund for the next phase of the bikeway from Wilma Street to John Street. Construction of this phase will commence in 2023 and is expected to be completed in 2024.
Complete Streets Guidelines	Public consultation for the Complete Streets Guidelines took place throughout the summer. Residents were able to provide feedback on the guidelines until the end of September. Staff are in the process of reviewing the comments received and applying them to the draft guidelines. Staff will present the guidelines to City Council in Q2 of 2023.
Pothole Material Patching Project	Phase 2 of the study which focuses on pothole preparation is underway and includes results for winter as well as summer pothole repairs. The automated all in one pothole patching machine is included in this phase of the study. A report concluding this study is planned to go to Operations Committee in Q3 of 2023.
Official Plan – Phase 1	Phase 1 of the Official Plan review was completed in 2019. Work on Phase 2 of the Official Plan Review is underway. The first draft of the Phase 2 Official Plan review was presented to City Council for consideration in Q1 2022 with public consultation taking place in Q2. The draft OPA was also circulated to the Ministry of Municipal Affairs and Housing for comment. Staff are now consolidating the comments and will prepare a summary report and final Phase 2 amendment for Council's consideration in Q2 2023.
Community Energy and Emissions Plan	CEEP implementation ongoing in initial Phase ONE (2021-2025), including the establishment of 4 sector working groups. An internal Climate Action Resource Team (CART) has also been established to advance key actions, such climate monitoring & reporting, and refinement of climate lens.
Solid Waste Management Plan	The Solid Waste Management Master Plan has been awarded to Dillon Consulting. Phase 1 of the plan is underway. The plan is expected to reach completion in Q2 2024.
Waste Diversion	The change to every other week garbage and leaf & yard collection commenced February 2, 2021. Participation in the residential roadside Green Cart organics program increased from 27% to 43% in 2021. In Q2 2022, a participation study was conducted in a new area which included more multi-residential properties. The 2022 participation rate

PROJECT	STATUS
	<p>in the residential roadside Green Cart organics program was 34% for all households in the study area, 39% for single family households and 15% for multi-residential households. The 2022 participation study area and data will form the baseline for the 2023 participation study.</p> <p>The Solid Waste Management Master Plan, which is anticipated to be completed in Q1 2024, is expected to propose opportunities to further increase waste diversion.</p>
Complete Feasibility Review for New Organic Processing Options	Review is on-going. A pre-feasibility study is being conducted to assess the potential for a combined biosolids and anaerobic digester system to process food and organic waste. The results of the study are expected in Q3 2023.
Paquette-Whitson Municipal Drain	Construction of the works was completed during 2022 construction season. Approval from Conservation Sudbury for the revised flood plain is pending.
Gatchell Outfall Sewer	The design remains at 95% complete. The City has received the Sewage ECA from the MECP and the Species at Risk (SAR) Overall Benefit Permit remains in the queue with MECP for review of the file, updated submission with calculation for SAR Conservation Fund contribution alternative to a Permit has been prepared by RV Anderson and is currently under City review. The Section 28 Application (permission to work in the flood plain) has been submitted to Conservation Sudbury, and preliminary comments received are being addressed. The design will be finalized once approvals have been received with the contract expected to be tendered in Q4 2023.
MR 35 from Notre Dame East to Notre Dame West	The construction of the widening of MR35 from two or four lanes to five lanes started in August 2020 and is now complete. The new, upsized 950 meter long section of watermain was completed in 2020 as well as all culverts. Surface asphalt was completed in early 2022, and the remaining restoration was completed in the summer of 2022. Street lighting upgrades will be completed in the spring of 2023, as well as warranty work in the summer of 2023.
Maley Drive	<p>The Maley Drive Extension was opened to traffic in November 2019, with four new lanes between College Boreal and Barry Downe Road, and a reconstructed section between Barry Downe Road and Falconbridge Highway. The work included the opening of the City's first three roundabouts on major arterial roads.</p> <p>Upgrades to the intersection of Frood Road at Lasalle Boulevard commenced in 2022 with the majority of the construction, including the development of a roundabout, expected to be completed in 2023.</p>

PROJECT	STATUS
Streamline Development Approvals Funding	The City was the recipient of up to \$1.75M in Provincial Funding to help with streamlining residential development approvals. Staff are leveraging this funding along with prior City funding for LMIS to complete \$3.5M worth of improvements to CGS's development approval process. Projects include land use planning policy reviews and improvements, a LEAN review of development approval process, E permitting upgrades, data digitization, GIS process improvements and Building Services internships. Many of the projects are underway and nearing completion. An update report to Council is scheduled for Q1 of 2023.

COMMUNITY DEVELOPMENT

PROJECT	STATUS
Civic Mausoleum Expansion	Public notice regarding the intention to expand the Civic Mausoleum has been issued as per obligations under the Funeral, Burial and Cremations Services Act. Over To You page created to update public on project status. The request for Tender for the Civic Memorial Cemetery Mausoleum Expansion (CPS22-106) was issued with an extended closing date of September 15, 2022. Council will be receiving a report including an update of the project at the March 21, 2023 City Council meeting.
CMHC RHI Affordable Housing Project (Lorraine Street)	<p>The RFP closed June 3, 2022 and seven bid packages were evaluated. The evaluation process closed June 20, 2022 and the bid was awarded to Nomadic Modular Structures Inc. Weekly meetings began in September 2022, between the successful proponent and CGS team to manage the progress of the project. A community engagement session was held in the Fall of 2022 to provide an update and share the building design with the residents. The Site Plan Application has been submitted and the Building Permit Application will be submitted in March 2023. The Developer is on schedule to complete end of November 2023.</p> <p>A local hotel has been established as a temporary pilot site which is able to hold up to 13 individuals on a temporary basis until such time as the permanent site is built. Health Science North has recruited initial members of the ACT team with the intention to ramp up through 2022 and early 2023 and have a full staff complement in place to provide services for up to 40 individuals once the permanent site is constructed. Health Sciences</p>

PROJECT	STATUS
	North has completed intakes on individuals from the by name list and are at capacity in the temporary site with 13 individuals receiving services.
Homeless Shelter Review & Modernization	<p>Roll-out of Coordinated Access System was finalized, and a report was provided to Community Services Committee on September 20, 2021. Elizabeth Fry Society of Sudbury opened a new short-term low barrier shelter for women on January 25. Further changes within the shelter system are ongoing as needed to address any disparities in the system. The By-Name List, a real-time list of individuals and families experiencing homelessness in the community who are interested in housing or housing support services and have consented to having their name added to the list, was implemented in Q4.</p> <p>In 2023, staff will be focused on solutions with regards to a permanent youth shelter. As noted to Council, emergency orders allowed for the temporary use of the SACY building on Pine St as the youth shelter during the pandemic however a new permanent shelter as identified in the shelter review is needed. Further reports will be coming forward to Council on this issue.</p>
ICIP Resilience Projects	Funding received for improvements to Delki Dozzi Cycling Track (\$559,285), Jim Gordon Boardwalk (\$514,779) and Fielding Memorial Park (\$186,941) through the COVID-19 Resilience Infrastructure Stream of ICIP. Delki Dozzi work substantially completed. JL Richards & Associates engaged for detailed design for remaining work. The City has received 70% design drawings for review. Projects must be complete by December 31, 2024.
Outdoor Court Revitalization	<p>The City was successful in its application for Investing in Canada Infrastructure Program funding in the amount of \$4,380,000. This funding will support the revitalization of 14 outdoor tennis court facilities and 14 outdoor basketball courts across the community over the next several years. The project aims to improve the quality of Greater Sudbury's recreation and leisure infrastructure and increase utilization.</p> <p>As per the prioritized list of outdoor sports courts presented as part of a report to the Community Services Committee on June 21, 2021, the next phase of outdoor court</p>

PROJECT	STATUS
	<p>revitalization will include the following locations:</p> <ul style="list-style-type: none"> •Copper Cliff tennis courts •Dowling Leisure Centre tennis courts •Wahnapiatae Community Centre courts •Ryan Heights Playground basketball court •Elm West Playground basketball court •Downe Playground basketball court •Minnow Lake Place basketball court <p>The Over To You page for the project will be used for engagement opportunities.</p> <p>Work on Phase One sites not completed at Lorne Brady Park, Elmview Playground, Sixth Avenue Playground, Delki Dozzi Sports Complex and Twin Forks Playground will commence as weather permits.</p> <p>Information about the project can be found at https://overtoyou.greatersudbury.ca/outdoor-court-revitalization</p>
Pioneer Manor Redevelopment	<p>Bed redevelopment continues to advance through the Ministry of Long-Term Care's (MLTC) review and approval process. In fall of 2022, the MLTC approved the City's Submission Standard "Operational Plan" allowing the City to progress to the next stage and submit the final construction documents and request of a formal Development Agreement. Currently, the working drawings are with the Ministry, and the City is awaiting a development agreement that outlines the terms and conditions of the provincial funding, final approval of the construction documents and approval to proceed to tender. Work on the tender documents has begun so that the construction documents may be tendered as soon as possible following Ministry approval.</p> <p>On November 25, 2022, the Province introduced a fixed, time-limited funding supplement to the Construction Funding Subsidy (CFS) with a goal of accelerating development and redevelopment of long-term care beds. The City applied for eligibility to access the revised funding policy and received approval from the Ministry of Long-Term Care (MLTC). As part of the funding, construction must start no later than August 31, 2023.</p>

PROJECT	STATUS
Playground Revitalization	<p>Report presented to the Community Services Committee in February providing an update on the capital fund-raising commitment from United Way Centraide Northeastern Ontario and FedNor funding received for Phase 3 of the Playground Revitalization Project. Work on the eight playgrounds to be renewed through the FedNor Canada (Community Revitalization Funding) commenced early September. The following locations are included:</p> <ul style="list-style-type: none"> •Brighton Tot Lot, Brighton St., Garson •Gil Loop Tot Lot, Gill Ave., Onaping •Grandview Playground, Grandview Blvd., Sudbury •Lebel Playground, 1232 Carmelo Ave., Sudbury •Rosemarie Playground, 1297 Gary Ave., Sudbury •Shawn Tot Lot, Shawn St., Azilda •Simon Lake Park, Naughton •St. Charles Lake Tot Lot, Brenda Dr., Sudbury <p>The replacement of the Moonlight Beach playground equipment, in partnership with United Way Centraide North East Ontario, commenced in October.</p> <p>Most locations have been installed, with site works and landscaping required in Spring 2023.</p>
Social Housing Revitalization	<p>Following the report for Council on September 13, 2022 detailing the cancellation of the passive house design tender and the plan to issue a modular design build RFP for 1310 Sparks Street, the modular construction contract has now been awarded with a timeline of late 2023 or early 2024 for occupancy.</p> <p>As of December 31, 2022, sales of 42 scattered houses were completed generating net proceeds of approximately \$13 Million to be transferred to the Social Housing Capital Reserve Fund. These proceeds will be used to revitalize the housing portfolio including the Sparks Street build.</p>

PROJECT	STATUS
Supervised Consumption Site	A general contractor has completed interior renovations of the trailers at Energy Court. Réseau ACCESS Network continued to recruit front line staff and complete training. A general contractor has completed interior renovations of the trailers at Energy Court. Réseau ACCESS Network continued to recruit front line staff and complete training. The site received a Federal exemption in May and the Provincial funding application has been deemed complete by Provincial staff.
Therapeutic Pool	At the February 21, 2023 City Council meeting a resolution was passed by Council pausing further work on the Therapeutic/Leisure Pool until the comprehensive aquatics review has been presented to Council.

CORPORATE SERVICES

PROJECT	STATUS
Continue evolution of corporation's management systems	<p>Phase 3 of the organization's IT strategy has started. The focus of this phase is "Leveraging Success". The City established a strong foundation of five (5) "enterprise" systems. Each enterprise system is now producing a flow of service enhancing solutions. Highlighting how integrations between enterprise systems can lead to service efficiencies:</p> <p>By linking the customer relationship management system (CRM) and the operations work order management systems (Cityworks), an automated system is used to detect if pothole cases have already been reported, avoiding duplicates and allowing for more efficient case management in one of the highest volume case types handled by 311.</p> <p>By integrating the Cityworks and geographic information systems (GIS), the process to send cameras into our storm and sewer systems for inspections is available to staff online and the resulting critical inspection data is imported into our GIS for immediate use. This integration turns an intensive manual process into an efficient and time-saving process that automates preventative maintenance.</p> <p>Requirements gathering for a new Fleet information system has been completed and procurement of a new system will commence in 2023. This system will enable several of the objectives in the Fleet Services Business Process Review such as real time service status communications with vehicle and equipment users, service scheduling and</p>

	<p>information tracking on each fleet unit for use in asset management planning. It will also offer stronger service and cost analysis for budgeting, performance reporting and service decision making.</p> <p>Also in the requirements gathering phase, our Enterprise Content Management (ECM) system project is the final project on the IT Strategic plan roadmap. The system will create a new enterprise approach to document management for internally retained records and documents.</p>
Enterprise Asset Management Planning	<p>Asset condition data has been collected for the three remaining asset classes: Buildings and Facilities, Environmental Services and Leisure Services. In conjunction with operating departments, the asset data is being reviewed and utilized to develop Asset Management Plans. Staff are also defining expected service levels, risk and lifecycle management strategies for these remaining asset classes in the enterprise asset management plan.</p> <p>In addition, the core infrastructure Asset Management Plans will be updated with any new asset data as well as target levels of services moving into 2023. The Enterprise Asset Management Plan for all asset classes is expected to be complete and presented to Council in Q3, 2023.</p>
Parking	<p>The City lot on Elgin St., historically known to be used exclusively by members of the YMCA is now open for use by the public as a means to support additional off street daily parking. Collaboration with the YMCA and the Parkside Centre continues toward being able to obtain necessary utilization data for their members and settle on satisfactory parking arrangements for both. The entire downtown parking plan is being updated and staff are working with an engineering consulting firm to assess post-pandemic parking demand at different times of the day. Some of this information is specific to the “south district” and will be shared along with reporting for Junction East.</p>

	<p>Work continues with JL Richards and Associates to assess post-pandemic parking demand downtown. As of Q3, most return-to-work plans should be completed in place, providing for more accurate utilization data.</p>
Modern Employee Experience	<p>All City staff are now automatically assigned an Office 365 license. This allows staff to access email and other collaboration and productivity tools. In addition, this license is being leveraged to allow secure access to other City applications from personal devices such as the myHR portal.</p> <p>The OneDrive project is underway to implement cloud file storage and improve collaboration between staff on PCs and mobile devices. Close to 50% of staff who use the Office 365 desktop applications have been trained and migrated to OneDrive with additional groups scheduled for training in coming weeks.</p>
Electrical Service Gear Replacement	<p>The TDS complex including 190 and 200 Brady share the main incoming electrical switchgear components. This project involves the replacement and refurbishment of various pieces of equipment that serve as the main power supply and distribution network for the complex. Areas are affected with power disruptions during planned shutdowns where equipment is upgraded or replaced. Shutdowns include loss of power systems with generator back up power. Systems that are deemed critical/essential will also be upgraded from utility power only to include generator back-up power, resulting in more systems being supported during a utility power outage.</p> <p>In addition to completing the cabling, six power shutdowns have taken place to facilitate new equipment installation. Three minor shutdowns remain to be coordinated in Q1 and early Q2 to complete the equipment installation. The project is over 90% complete with substantial completion expected in Q2.</p>
Fire Alarm Upgrades TDS Complex & 199 Larch	<p>This project includes the complete replacement of the two independent, existing, and obsolete fire alarm systems at 199 Larch, 200 Brady and 190 Brady. A single unified & addressable system is replacing the old systems which are past their life expectancy. The new fire alarm equipment will resolve the frequent faults triggered within the old system to provide a more dependable life safety system. The three main components/phases are installation of new wiring/conduit/devices, testing and commissioning of each new device, activation of the new system/deactivation of existing</p>

	<p>fire alarm system followed by removal of the existing system.</p> <p>The new cabling and device installation has been completed in the entire complex (199 Larch, 200 Brady and 190 Brady Towers). Work continues on programming of the system sequence of operations and device verifications at 190 Brady. Completion of new system is expected in Q2 2023, with existing system decommissioning and removals subsequent to that.</p>
Greater Sudbury Public Library Governance	Work on a renewed operating agreement has begun. This process is now overseen by Corporate Services and is expected to be completed in Q2 of 2023.
Space Analysis	<p>Staff in facilities, corporate project management, IT and human resources have started working on a space allocation project.</p> <p>It is anticipated that approximately 400 employees will be approved for the Work From Home (WFH) program, to work, at least part time, from home. This will result in underutilized office space within certain operations and an opportunity to reorganize workspaces to accommodate a hybrid workspace model, which could include shared workspaces.</p> <p>The City is currently in negotiations with Infrastructure Ontario (I/O) regarding leased space in the city owned property at 199 Larch St., and it is anticipated that additional vacant space may become available as a result of decisions taken by the Province. This presents a business opportunity to potentially centralize some services that are currently leasing space elsewhere (eg. relocate Greater Sudbury Housing operations from its current leased space in the Rainbow Centre) as well as other potential business cases (e.g. an opportunity to provide Greater Sudbury Police Services with additional space at 190-200 Brady St).</p>

COMMUNITY SAFETY

PROJECT	STATUS
Implementation of Incident Management System (IMS) process in the Emergency Operations Centre.	To allow for competing organizational training priorities, project timelines were revised with the project completion now anticipated by end of the second quarter of 2023. The Community Control Group, Section Chiefs and Alternates will see training opportunities available in the second quarter of 2023. The modernization of equipment and technology in the Emergency Operations Centre is nearing completion.

Fire Services Hazardous Materials Response Program	HAZMAT as a project is complete, having achieved the milestones described in the original business case approved by council. Over the past three years, Fire Services has been building the HAZMAT program through the defined levels and has trained a limited number of firefighters to the technician level of capability. As of June 30, 2022 hazardous materials firefighters will have succeeded at the technician level for 11 specific and common chemicals located within Greater Sudbury. These are the first hazards to be trained at the technician level, with specialized response tools and personal protective equipment needs required for these identified chemicals now part of the HAZMAT program. HAZMAT is now one of several technical rescue programs and will continue to evolve in the coming years as additional chemicals and hazards will be identified and evaluated for inclusion into the program.
Implement new models of care and alternate destination programs in Paramedic Services.	The first phase of 911 alternate models of care pilots implemented in the Province and here in Greater Sudbury have been hugely successful. Patients received the care they needed up to 17 times faster with 94 per cent of patients avoiding the emergency department in the days following treatment. In August 2022, following the Government's announcement of expanding 911 new models of care, the Ministry of Health has updated the Patient Care Model Standards to enable the implementation of expanded models of care with broader patient eligibility beyond mental health & addictions and palliative care patients. Expanded patient care models to be introduced in 2023 include community-based care options for seizures, tachydysrhythmias and hypoglycemia.
Firefighter Certification – Ontario Regulation 343/22 Training requirements	<p>Following the guidelines presented in O.Reg 343/22 – Firefighter Certification, Fire Services has reviewed it's mandatory obligations for training requirements for all suppression, training, and prevention staff. Specific programs have been developed for each group to ensure a consistent and approved training model which will satisfy the requirements of the regulation by July 1, 2026. The Training Section will, over the next three years, deliver National Fire Protection Association (NFPA) standards that align with the Council approved service levels. The approach to the training allows for some flexibility of scheduling, recognizing personal time commitments outside the Fire Service.</p> <p>The mandatory certification training will ensure Greater Sudbury Fire Services is compliant with regulation 343/22 and well positioned for fire response in the community. The program will commence in January of 2023 with the first round of NFPA curriculum being rolled out to all suppression staff who require the training.</p>

Appendix C: Corporate Risk Register

KEY RISK	LIKELIHOOD	CONSEQUENCE	RISK LEVEL	RISK OWNER	AFTER MITIGATING STRATEGIES, IS THERE RESIDUAL RISK?
Misalignment may exist between financial resource allocations and Council's priorities.	Almost Certain	Moderate	Significant	CAO	YES Within Risk Tolerance parameters
Asset renewal investments may be insufficient to maintain acceptable condition and service levels.	Almost Certain	Major	Critical	GM of Corporate Services	YES Work initiated but additional effort required
The corporation, or the city as a whole, is insufficiently resilient to respond to environmental or economic shocks.	Possible	Severe	Significant	CAO	YES Within Risk Tolerance parameters
Global connections and business attraction/development efforts may be insufficient for ensuring Greater Sudbury's economic competitiveness.	Possible	Major	Significant	Director of Economic Development	YES Within Risk Tolerance parameters
Communications and engagement efforts may be insufficient for building resident trust and confidence	Likely	Moderate	Significant	ED of Strategic Initiatives, Communications and Citizen Services	YES Within Risk Tolerance parameters
Existing human capital management policies and practices may be insufficient for attracting, managing, developing and retaining top talent to support existing and future operations.	Likely	Moderate	Significant	GM of Corporate Services	YES Within Risk Tolerance parameters
The corporation may be unprepared for the effects of climate change	Likely	Severe	Critical	CAO	YES Work initiated but additional effort required
Corporate service delivery may be insufficiently supported by appropriate technology, datasets, training or equipment.	Likely	Moderate	Significant	GM of Corporate Services	YES Work initiated but additional effort required
Information entrusted to the corporation may be inadequately protected from unauthorized access.	Possible	Major	Significant	GM of Corporate Services	YES Within Risk Tolerance parameters

2023 CAO Performance Objectives

Presented To:	Finance and Administration Committee
Meeting Date:	March 28, 2023
Type:	Managers' Reports
Prepared by:	Ed Archer CAO's Office
Recommended by:	Chief Administrative Officer

Report Summary

This report recommends the Chief Administrative Officer's 2023 performance objectives.

Resolution

THAT the City of Greater Sudbury approves the 2023 performance objectives in accordance with the annual process established for managing the Chief Administrative Officer's performance as outlined in the report entitled "2023 CAO Performance Objectives", from the Chief Administrative Officer presented at the Finance and Administration Committee meeting on March 28, 2023.

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

Fulfilling the 2023 objectives described in this report produces a variety of outcomes directly related to the goals described in City Council's 2019-2027 Strategic Plan. The emphasis is on Goal 1.5 – "Demonstrate innovation and cost effective service delivery", although several planned outcomes influence progress on multiple goals within the Strategic Plan and within the CEEP.

Financial Implications

There are no financial implications associated with this report.

Background

The CAO role is unique. Where the Mayor and Council establish strategies and desired policy outcomes, City Council is not structured to implement those policies. This is where the CAO comes in. As the administrative head of the organization the CAO ensures administrative policies and processes are efficiently designed, and sufficient resource coordination occurs, to put City Council's strategies into effect.

The budget defines Council's expectations for the organization's 2023 results and establishes a basis for assessing progress. Its approval in February facilitates the establishment of the CAO's 2023 performance objectives. As part of the 2023 Budget process, ELT identified key deliverables that reflect its understanding

of efforts required this year to fulfill Council's strategic directions, sustain organizational change initiatives and promote innovation.

In addition to the business cases approved in the 2023 Budget there are at least nine priorities that will require a shared enterprise-wide focus and close collaboration among the Executive Leadership Team:

- Refresh the Corporate Strategic Plan to ensure it continues to reflect Council's desired outcomes
- Demonstrate progress on the Community Energy and Emissions Plan
- Achieve the expected milestones for Council's Large Projects
- Promote innovation and lead effective change
- Produce effective advocacy and government relations strategies
- Deliver effective asset management reporting and renewal
- Renew the economic development strategy
- Sustain a cohesive and responsive leadership team
- Continue implementing the Customer Service Strategy

Within each of these priorities the Executive Leadership Team anticipates, among other outcomes, the corporation's performance will:

- Demonstrate continued improvement in enterprise-wide work planning and coordination
- Continue to strengthen the alignment between current operations and strategic objectives across the corporation
- Build on the progress made in previous periods to both refine and improve the corporation's use of business intelligence, technology and timely public communication

Analysis

2023 Objectives

The following table describes expected outcomes in 2023 for each of the above-noted priorities:

Objective	Expected Outcome(s)
Refresh the 2019-2027 Strategic Plan to ensure it continues to reflect Council's desired outcomes	<ul style="list-style-type: none"> • An updated strategic plan exists that reflects the current Council's views of plans and priorities • Plans and performance measurement systems enable assessments of progress throughout the year • Long-term plans, especially asset management and financial plans, provide insights about progress toward desired outcomes
Demonstrate Progress on the Community Energy and Emissions Plan	<ul style="list-style-type: none"> • Administrative policies, processes and resources reflect further integration of CEEP objectives into routine workflows • Performance indicators provide feedback about progress toward CEEP objectives

Objective	Expected Outcome(s)
Achieve desired milestones for each of Council's large projects	<ul style="list-style-type: none"> • Junction East – assess alternatives as directed by Council • Event Centre – analyze potential for retrofit or new construction • Junction West – maintain awareness of market conditions and prepare for some form of public solicitation
Promote innovation and lead effective change	Reach intended milestones on: <ul style="list-style-type: none"> • COMPASS • Human Capital Management Plan • Land Management Information System • Automated Meter Infrastructure • Housing Supply Strategy • Rural and Northern Immigration Pilot • Communications Strategy • Enterprise-wide workplace health and safety review
Produce effective advocacy and government relations strategies	<ul style="list-style-type: none"> • Senior governments and local stakeholders have an opportunity to understand City Council's position on priority issues • Indigenous relations and collaboration efforts are supported with sufficient staff resources • Appropriate coordination among all stakeholders occurs to address opioid addiction and homelessness
Deliver effective asset management reporting and renewal	<ul style="list-style-type: none"> • Asset condition data is reflected in corporate plans and budget processes as applicable • An updated enterprise risk assessment exists • Routine workflows further demonstrate integration of strategic priorities with operations • Progress on Pioneer Manor and Supportive Housing projects occurs at expected pace • An assessment of office space needs exists that reflects remote work implications and lessons learned from operations during the pandemic
Renew the economic development strategy	<ul style="list-style-type: none"> • There are new policies for Council's consideration that support employment growth, tourism growth and/or non-residential taxable assessment growth • A Housing Supply Strategy exists that describes the municipality's role in meeting the community's housing needs and a plan for engaging other stakeholders to produce desired outcomes
	<ul style="list-style-type: none"> • There is strong alignment between workplans and actual service performance

Objective	Expected Outcome(s)
Sustain a cohesive and responsive leadership team.	<ul style="list-style-type: none"> • Benchmarks and performance indicators reflect expected results • Business intelligence tools evolve to incorporate COMPASS data and service-based financial reports • Development programs for senior leaders exist and meet their needs for training/skill development
Continue implementing the Customer Service Strategy	<ul style="list-style-type: none"> • Staff are trained to recognize and apply customer service principles in their work • Community engagement processes continue to evolve and increase public participation in decision making

Subject to Council's approval of these objectives, each executive team member will also identify them, as applicable, in their personal performance plans as significant objectives. It is important to note that the priority projects described here are not the only projects that will proceed in 2023, but they are projects that require extensive collaboration across the organization.

Consistent with prior periods, a list of Key Projects and their status will be included with each quarterly update. **Appendix A** provides a schedule describing the intended Committee/Council agenda and timing of significant reports. This replaces individual presentations made to each standing committee in previous years and provides a common reference source for Councillors.

Next Steps

The objectives described here reflect progressive, change-oriented outcomes that strengthen both the corporation's and the community's resilience. Expected outcomes should increase capacity for sustained economic and social progress. Ultimately, the outcomes described here require several years of effort to be fully realized and should help build resident trust and confidence. These 2023 objectives support Council's Strategic Plan and help the administration continue to evolve in constructive, productive ways.

Quarterly reporting to Council will continue. The quarterly reports will include information to support performance assessments and evaluate the likelihood that planned results will be delivered.

Resources Cited

January 17, 2017: CAO Performance Evaluation and Performance Planning and Development. <https://pub-greatersudbury.escribemeetings.com/filestream.ashx?documentid=9553>

Appendix A: 2023 Report Schedule

Report Subject	Report Type	Date	Dept
First Quarter			
Approach to Comprehensive Aquatics Review	CC	February 21	CD
CAO Performance Objectives 2022 and 4 th Quarter Performance	F&A	March 28	CAO
CAO Performance Objectives 2023	F&A	March 28	CAO
City-Wide CIP	F&A	March 28	CAO
Employment Land CIP	F&A	March 28	G&I
Second Quarter			
Indigenous Cultural Awareness Session	CC	April 5	CAO
CLAC Bargaining Update	CC	April 11	CSRVC
Innovation Blueprint Report	CC	April 25	CAO
French Language Policy	CC	May 9	CAO
Climate Change Adaptation Plan	CC	May 9	G&I
Population, Household and Employment Projections	F&A	May 16	G&I
Strategic Plan Approval	CC	May 30	CAO
2023 CAO Performance Objectives and 1 st Quarter Performance	F&A	May 16	CAO
Citizen Engagement Strategy Process	CC	June 13	CAO
Long Term Financial Plan Update	F&A	June 20	CSRVC
Employment Lands Prioritization	F&A	June 20	G&I
2024 Budget Directions	F&A	June 20	CSVC
Annual Report	F&A	June 20	CSRVC
Sustainable Storm Water Funding Implementation Plan	F&A		G&I
Council Governance and Ward Boundaries	CC	June 27	CSRVC
Emergency Services Station Location/Renewal Deferred Report	CC	June 27	CSFTY
Development Charge Bylaw Kick Off	F&A	Q2	CSRVC
Transitional Housing ACTT Presentation	CC	TBD	CD
Tender Approval for Pioneer Manor	CC	June 27	CD
Employment Land CIP Public Hearing	PC	June 16	G&I
Derelict or Abandoned Properties and Revocation of Building Permits	CC	End of Q2	G&I
Third Quarter			
Junction East Options Report	CC	July 11	CAO
Event Centre & Downtown Development Options	CC	July 11	CAO
2023 CAO Performance Objectives and 2 nd Quarter Performance	F&A	July 11	CAO
Indigenous Relations Update	CC	September 12	CAO
Municipal Business Licensing Bylaw update	F&A	September 19	CAO
Asset Management Plan Update	F&A	September 19	CSRVC
Fourth Quarter			
2023 CAO Performance Objectives and 3 rd Quarter Performance	F&A	October 17	CAO
Climate Action Plan Update	CC	November 21	G&I
Citizen Engagement Strategy Draft Plan	CC	November 21	CAO
Comprehensive Aquatics Review Phase One Report	CC	November 21	CD
Relocation of Greater Sudbury Animal Shelter	F&A	December 12	CSRVC
2024 Budget	F&A	December	CSRVC
Modernization of Volunteer Fire Services	CC	TBD	CSFTY

Homelessness/ addictions/ mental health update	CC	TBD	CD
Housing Supply Strategy	CC	December 5	G&I

Report Type:

CC – City Council

F&A – Finance & Administration Committee

PC – Public Consultation

Lead Department:

CAO – Chief Administrative Officer

CSRVC – Corporate Services

CSFTY - Community Safety

CD – Community Development

G&I – Growth & Infrastructure

Employment Land Community Improvement Plan

Presented To:	Finance and Administration Committee
Meeting Date:	March 28, 2023
Type:	Managers' Reports
Prepared by:	Melissa Riou Planning Services
Recommended by:	General Manager of Growth and Infrastructure

Report Summary

This report provides a recommendation to undertake the required public consultation and Planning Act process to formally adopt and implement the CIP. Additionally, the report outlines the development of a draft Employment Land Community Improvement Plan (CIP) for Greater Sudbury in response to Council direction and recommendations in the City's Employment Land Strategy.

Resolution

THAT The City of Greater Sudbury directs staff to commence the required public consultation and Planning Act process to approve the proposed Employment Land Community Improvement Plan as outlined in the report entitled "Employment Land Community Improvement Plan", from the General Manager of Growth and Infrastructure, presented at the Finance and Administration Committee Meeting of March 28, 2023.

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

The Employment Land Community Improvement Plan aligns with Council's Strategic Priorities including "Business Attraction, Development and Retention" and "Economic Capacity and Investment Readiness". Specifically, goals 2.2.C, "Create plans that leverage the full capacity of the Greater Sudbury and Northern Ontario Mining Cluster to support further integration and expansion", and 4.2.D "ensuring that municipal capital project priorities appropriately consider economic impacts and the potential for private development". Further, priority 1.4 directs staff to develop an employment land strategy and community improvement plan that links infrastructure and economic development and ensures that the city has an adequate supply of serviced employment land and incentive framework in place to stimulate investment, development and job creation.

Providing incentives to develop, redevelop and intensify employment lands within Greater Sudbury is consistent with Goal 1 of the CEEP, which seeks to help sustain compact, complete communities.

The Employment Lands CIP encourages investment in the Clean Tech and Life Sciences sectors with a goal of creating a cleaner, healthier community by reducing pollution, improving air quality and water quality, which aligns with the CEEP goals.

Financial Implications

There are no financial implications associated with this report at this time. If approved, it is anticipated that an average of eight to ten projects having construction values over \$1,000,000 could be eligible for the program on an annual basis. The value of the grants will vary based on the construction value and incremental increase in municipal taxes.

If approved, all Employment Lands CIP approvals for Tax Increment Equivalent Grants (TIEG) will be funded by assessment growth the year where property taxes have been levied and the property has been reassessed. This means that a grant/transfer payment will be included in future years budgets, however the municipality will experience assessment growth to offset this incremental increase.

Traditionally, assessment growth is used to offset property tax increase in the year. If this CIP is approved, it will redirect property tax income up to 10 years to provide grants to encourage specific development.

Overall, assessment growth represents additional taxation revenue that occurs in the supplemental tax year only. Any taxation revenue generated from new development is part of the supplemental taxation in its first year. Therefore, the City does not receive additional taxation revenue in future years from new development, as the levy amount to be collected as determined from the budget process, is spread out over all properties within the City.

Summary

With the emergence of new clean-tech and battery electric vehicle sectors and the intense focus on critical minerals in Canada and around the world, Greater Sudbury is on the cusp of an unprecedented time of potential growth as the global centre for green mining expertise and innovation. The City needs new tools, incentives and policies that enable a quick response to new opportunities for Greater Sudbury to leverage its competitive advantages.

On August 9, 2022, Council provided its support and endorsement for the Employment Land Strategy (ELS) and directed staff to implement land use planning recommendations identified in the Strategy, which included developing an Employment Land Community Improvement Plan for Council's consideration in 2023.

Staff held meetings with several Ontario communities with existing industrial and employment focused CIPs to get their feedback and experience with the development of a successful plan. The consensus was that the most effective incentive is the Tax Increment Equivalent Grant (TIEG), with some municipalities indicating that they intend to drop other programs due to lack of use and administrative burden. As a minimum threshold it was recommended that projects have a construction value of at least \$1,000,000.

A scoring system is proposed, based on the best practice review, that would prioritize applications based on construction value, number of jobs created or retained, location with the strategic industrial areas, and the strategic industries of 'Clean Tech', 'Life Science' and 'Film and Television'. Under the proposed CIP, TIEGs can range from a three-year, five-year, seven-year, or 10-year span depending on the number of points accumulated. Projects from other sectors may also present opportunities for economic development and job creation and will be able to access the Employment Land CIP depending on eligibility.

To understand the projected CIP uptake, staff undertook an analysis of industrial construction permits over the last five years. While the number of completed permits and the values of those permits varies from year to year, in the past five years an average of 8 to 10 permits were issued for industrial and extractive uses that would meet the \$1M threshold. It is recommended to go with a minimum threshold of this amount to limit the number of smaller applications and associated administration of the programs, including reports to Council.

Strategic Basis for Employment Land Community Improvement Plan

City Council has identified the development of an Employment Land Community Improvement Plan as a priority both to attract new investment and to support the growth and expansion of existing businesses in the community.

The Employment Land Strategy received by Council in August 2022 provides key recommendations to ensure that Greater Sudbury is well positioned to be investment-ready and able to support and attract industrial, commercial and institutional development and job growth over the next 25 years. Key findings and recommendations of the ELS include:

- Confirmation that Greater Sudbury is currently well served with ample designated and zoned industrial and commercial land, both vacant and underdeveloped, to meet anticipated demand through the 2046 forecast horizon.
- It is crucial to ensure the availability of a broad range of land options in terms of location, size, land pricing, and servicing.
- The City can facilitate the development of employment lands through land use planning tools such as a community improvement plan (CIP) and amendments to the Official Plan and Zoning By-law.
- The CIP could be city-wide, with additional incentives targeting areas where the municipality has made significant investment in new services.
- Eligibility criteria could include a minimum building permit value, minimum floor area and/or minimum number of new jobs created.
- Programs could include municipal fee rebates and tax increment financing, similar to the current CIP programs offered by the City.

Municipal Best Practice Review

In order to ensure that the Employment Land CIP is reflective of best practices used across the Province, staff met with several municipalities to gain insight on successes and challenges experienced during the creation, implementation and delivery of recent employment and industrial community improvement plans. Key points of these consultations include:

- Municipalities consistently shared that the most effective form of development incentive is the Tax Increment Equivalent Grant (TIEG). Contacts also noted that the TEIG is more efficient to administer, which increases the program's responsiveness and allows business to proceed with their projects in a timely manner.
- Municipalities with longstanding CIPs are considering reducing their other incentives and eliminating Leadership in Energy and Environmental Design (LEEDS) as a scoring criterion. These incentives are considered to be cost prohibitive with limited uptake. Development standards and guidelines have also been shifting towards mandating clean and efficient building practices, making the LEEDS requirement redundant.
- The Clean Tech and Life Sciences sectors are both broadly defined, allowing more flexibility in review of applications to determine if projects qualify as part of these priority sectors. While many municipalities in higher-growth communities exclude sectors such as warehousing, where the economic benefits such as job creation may be lower, the Greater Sudbury Employment Land CIP has been developed to ensure our program is not overly restrictive and is able to be applied flexibly to ensure support for business growth. Sudbury is the logistical gateway to the rest of northern Ontario, warehousing is an important sector for the community with potential for consistent job creation. However, consistent with other municipalities, staff recommend that retail, residential and visitor accommodations be excluded at this time. Periodical program reviews will provide an opportunity make changes to these recommendations if trends change.

Appendix A includes a summary of the municipalities that were consulted and the research outcomes.

Anticipated program uptake and program administration:

While the number of completed permits and the values of those permits varies from year to year, in the past five years an average of ten permits with construction values greater than \$1,000,000 were completed for industrial uses and strategic industries. Factors that will affect the value of the TIEG include the type of structure and associated increase in assessment, and the estimated construction value.

While all other CGS community improvement plans are administered within the Planning Department, Economic Development will provide the oversight and administration of the Employment Land CIP. As part of their mandate, Economic Development have existing relationships with many local projects in the commercial, industrial and institutional sectors; the Economic Development team also pursue new investments and developments as part of the division's mandate. The Employment Land CIP is a natural extension of those business connections.

The following outlines the responsibilities and impact on existing service levels to administer the CIP.

Economic Development will:

- Administer the CIP
- Track all TIEG applications
- Track all grants, including years remaining
- Coordinate reports on results of program including economic benefits and job creation
- Coordinate with Finance to ensure all taxes are paid prior to issuing grants
- Coordinate with Building and Planning Services to ensure all approvals are in place prior to issuing grants

Finance will assist with the following items:

- Determination of the TIEG amount based on the MPAC report
- Paying out grants once the taxes have been paid in full each year
- Incorporating the impacts of the grants into the annual budget

Planning Services will:

- Undertake the required Planning Act process to approve the CIP
- Assist Economic Development with the preparation of the necessary documents and workflows to administer the program.
- Assist with review of applications from a land use and development approval standpoint.

Tax Increment Equivalent Grant Program

In September 2021, through resolution CC2021-255, Council directed that all current and future Community Improvement Plan approvals for Tax Increment Equivalent Grants (TIEG) be funded starting in the year in which the municipal property taxes have been levied by the City based on the reassessed value of the property. For an approved project, the grant/transfer payment would thus be included in future years' budgets for the duration of the TIEG grant period, but the municipality would have already experienced assessment growth to offset this incremental increase. In other words, the City would simply be repaying a portion of the taxes that it had already collected in each year of the TIEG grant period.

The community would experience organic growth as the change in assessment will still occur, and the City would still be required to increase the levy in order to budget for the rebate. With large development projects, however, there is typically a 12-to-24-month period from building permit issuance to project completion and reassessment. Thus, the City would be able to anticipate the timing of the future assessment increases.

Tax increment grants postpone, for a set period, the available gains for the City resulting from tax revenue increases. Once the TIEG period ends, the redevelopment benefits the City directly through increased tax revenue. During and after the TIEG period, the City also benefits through the creation of employment and “spin-off” economic benefits in the community. Additionally, TIEGs allow developers to recover a portion of their development costs over a set time period which encourages development that may not have occurred without the incentive.

Scoring criteria analysis

Through consultation, other municipalities identified that construction values and/or building footprint are integral to their evaluation criteria in applying CIP incentives to projects. Staff propose a similar approach in developing the Greater Sudbury Employment Land CIP criteria.

After extensive review of industrial, commercial and institutional (ICI) building permits issued between 2016 and 2022 staff have determined that there was not a consistent correlation between building cost and building size. Additionally, during this period, statistics indicated considerable company growth and expansion occurred through interior alterations to existing structures, which maximized, but did not increase, square footage.

The Employment Land program eligibility therefore includes a minimum threshold of \$1 million in construction value for proposed projects, whether an interior alteration project or new build. This will demonstrate the City’s support for growth and expansion of existing companies in the community while also helping to attract new investment. This threshold is also important to ensure the City is providing maximum benefit and “concierge” service for these high-value projects.

Considering the evolving changes to inflation and other external factors, staff will undertake an annual review and potentially update opportunities for the CIP program as projects are submitted and trends emerge.

General Criteria:

Projects must 1) have a minimum construction value of \$1,000,000 and 2) be eligible for an Industrial or strategic industry building permit.

The thresholds selected for point value used to score eligible projects is based on current building permit data, municipal best practice review and recent discussions between the economic development department and the development community.

Jobs Created or Retained:

Additional square footage and redevelopment do not necessarily result in the creation of new jobs, which are known to grow local economies. As such, applications will score additional points based on the number of permanent full-time jobs created or retained. Jobs associated with the project construction will not be included.

Strategic Areas:

Projects may be eligible for additional points if they are planned within the eight strategic industrial areas identified across the city due to the density of industrial activities and capacity to accommodate new industrial growth (see Appendix B). The areas are as follows:

- Fielding Road/Duhamel Road
- LaSalle/Elisabella
- National Street
- Maley East
- Coniston
- Kingsway
- Ceasar Road
- Valley East Industrial Park

Strategic Industries:

The Employment Land CIP provides an incentive to encourage industrial uses in particular. It is proposed that additional points be allocated to strategic industries that the City intends to incentivize through this CIP. Additional points will be allocated for Clean Tech and Life Sciences Projects as well as Film and Television related projects.

These sectors have been identified as strategic industries as they have demonstrated strong growth and significant economic benefits for the community with potential for further expansion and investment attraction.

- **Clean-tech:** With over 300 companies working in the sector, Greater Sudbury is recognized as a global centre for innovation in the mining supply and services; these companies are leading the world's transition to the electrification of mining and battery-electric vehicles. The Employment Land CIP will support ongoing expansion of existing companies and attract new business to the cluster.
- **Life Sciences:** Greater Sudbury's life sciences sector includes HSN as an active research hospital, the HSN Research Institute, the Institute for Clinical Evaluative Studies (ICES) and over 700 SMEs working in the sector. The Employment Land CIP will further strengthen the potential of this cluster to attract new investment and support growth.
- **Film & Television:** Over more than a decade, Greater Sudbury's film and television sector has resulted in economic impacts of over \$200 million and created over 4,000 jobs. There is growing need for dedicated and purpose-built infrastructure to support the sector and the Employment Land CIP will be an important tool. In recognition of this sector potential, at the December 13, 2022 meeting of Council, direction was provided" to develop an Employment Land Community Improvement Plan, a program which provides a vehicle for municipal support for projects advancing job creation and economic benefits for the community such as the Freshwater Production Studios;" and that "City Council supports the Freshwater Production Studios project as a candidate for the Employment Land CIP now in development".

Projects from other sectors may also present opportunities for economic development and job creation and will be able to access the Employment Land CIP depending on eligibility.

The addition of points scored under each category will result in the application qualifying for a three-year, five-year, seven-year or ten- year TIEG provided that a minimum of eight points are accumulated.

City Leadership Activities:

In addition to providing the TIEG program for private developments, the CIP also enables the City to undertake studies and works to further advance the recommendations of the Employment Land Strategy. Specifically, the proposed CIP states that the City of Greater Sudbury may utilize the full range of actions permitted under Section 28 of the Planning Act and other provincial legislation to implement the Municipal Leadership Actions within the Community Improvement Project Area, including:

- i) acquisition, holding, clearance, grading or other preparation of land for community improvement;
- ii) construct, repair, rehabilitate or improve buildings on land acquired or held by it in conformity with the community improvement plan; and
- iii) sell, lease, or otherwise dispose of any land and buildings acquired or held by it in conformity with the community improvement plan.

Legislative Background

Under the Municipal Act, 2001, municipalities are prohibited from directly or indirectly assisting any manufacturing business or other industrial or commercial enterprises through the granting of financial incentives (generally called "bonusing"). Prohibited actions include giving or lending money, or municipal property; leasing or selling any municipal property at below fair market value; guaranteeing loans; giving a total or partial exemption from any levy, charge or fee.

However, the Province enables municipalities to designate community improvement project areas and to develop community improvement plans under Section 28 of the Planning Act. These plans allow municipalities to focus public attention on local priorities and municipal initiatives; target areas in transition or in need of repair, rehabilitation and redevelopment; facilitate and encourage community change in a coordinated manner; and stimulate private sector investment through municipal incentive-based programs. CIPs are an important tool to encourage job creation through the attraction of new businesses and/or the expansion of existing businesses, supporting economic development in the City.

The City has developed a number of financial incentives through its various community improvement plans. These financial incentives are available to any proponent within the community improvement project areas. These CIPs include the following:

- Brownfield Strategy and Community Improvement Plan (adopted in 2011);
- Strategic Core Areas Community Improvement Plan (adopted in 2022);
- Affordable Housing Community Improvement Plan (adopted in 2018).

On May 2, 2019 Council passed resolution FA2019-30 (ratified through resolution CC2019-154), “That the City of Greater Sudbury direct staff to prepare a report on the scope and schedule to undertake an Employment Land Strategy and Community Improvement Plan”.

The need for a CIP that targets employment growth was further echoed through the Economic Recovery report to Finance and Administration Committee on November 17, 2020. Action Item 7 of the report called for the review of existing CIPs to “potentially refocus programs to other priorities (e.g., accessibility, energy efficiency, succession planning, etc.).” The action item also included the development of “new CIPs to focus on industrial development and job creation”, reflecting the direction received in 2019 (See Reference 3). This element was pending the finalization of the Employment Land Strategy. CIPs with these subject matters would conform to the City’s Official Plan, as required per the Planning Act.

Recommendations and Next Steps

Staff recommends commencing the public consultation and Planning Act process to approve the new Employment Land CIP (See Appendix C).

The key next steps will include:

- Circulation of the draft Employment Land CIP to the Ministry of Municipal Affairs and Housing for its provincial review.
- Undertaking a public engagement process to obtain feedback on the new draft Employment Land CIP. This process would include targeted consultation with the local development and business communities, at least two public open houses and a public hearing as required by the Planning Act and the Official Plan, in addition to virtual open houses and the City’s Over-To-You website and social media resources;
- Summarizing comments received and preparation a final Employment Land CIP;
- Presenting the final Employment Land CIP to Council for adoption in late Q2 2023

Resources Cited

1. “Community Improvement Plan Process and Funding”, report presented at the September 14, 2021 Council Meeting <https://pub-greatersudbury.escribemeetings.com/filestream.ashx?DocumentId=41791>
2. “Employment Land Strategy”, report presented at the August 9, 2022 Finance and Administration Committee <https://pub-greatersudbury.escribemeetings.com/filestream.ashx?DocumentId=47318>

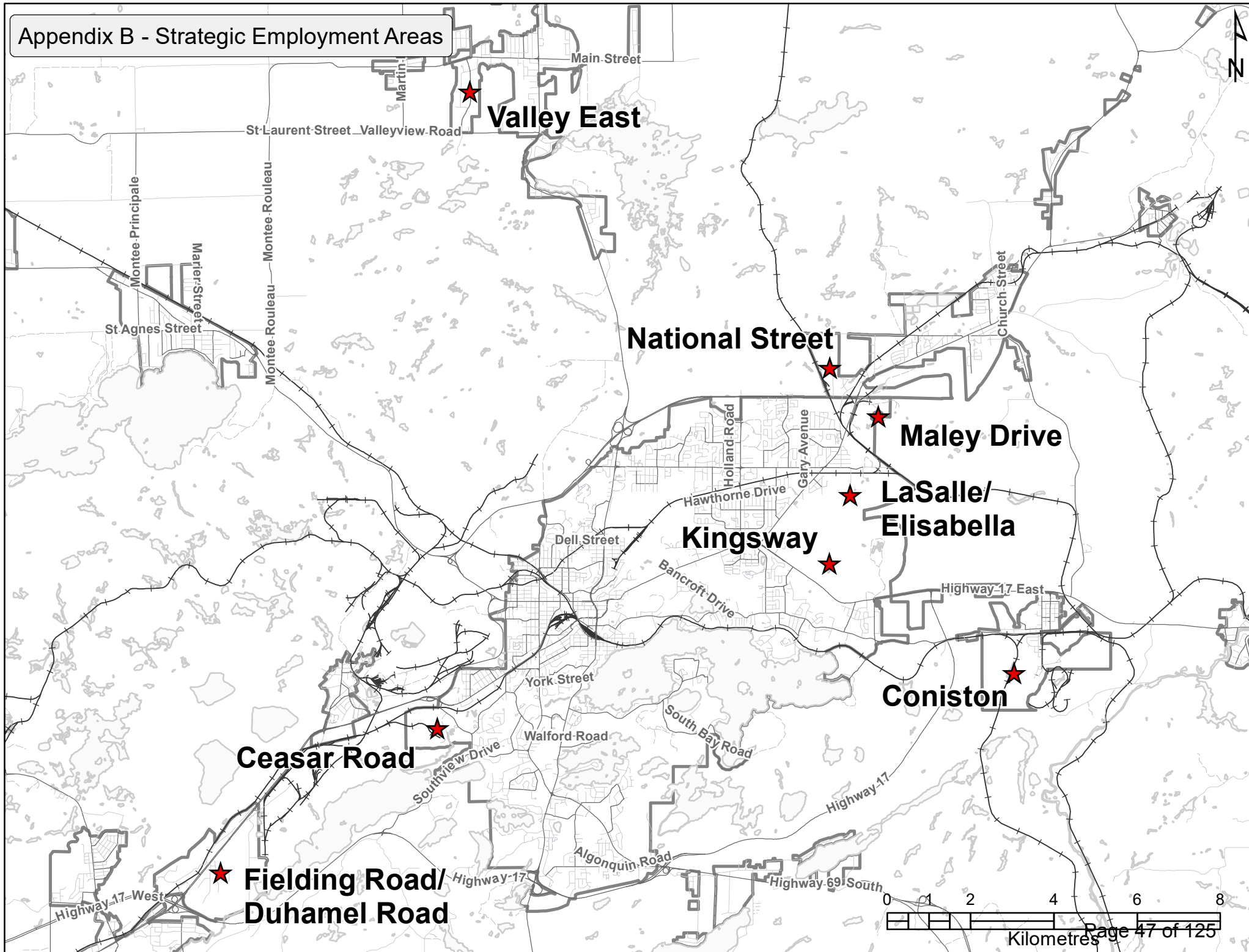
3. "Economic Recovery Action Items", report presented at the November 17, 2020 Finance and Administration Committee <https://pub-greatersudbury.escribemeetings.com/filestream.ashx?documentid=38651>
4. "Development Charges and Planning Policies", report presented at the May 2, 2019 Finance and Administration Committee <https://pub-greatersudbury.escribemeetings.com/filestream.ashx?documentid=3395>
5. "Freshwater Production Studio Opportunity for Municipal Support", report presented at the December 13, 2022 Council meeting. <https://pub-greatersudbury.escribemeetings.com/filestream.ashx?DocumentId=48211>

APPENDIX A – Community Consultation Summary Table

Municipality	Current CIP	Key Takeaways
Niagara Falls	<ul style="list-style-type: none"> • TIEG with range of 40% to 100% • Use of point system to score eligibility • Uptake on both private and municipally owned lands • Developed a municipally owned prestige industrial park 	<ul style="list-style-type: none"> • Point systems has worked well • Restrictions on industries that would establish in region regardless of CIP (e.g. accommodations) • Does include large tourist attractions (high employee counts) • Removing LEEDS and CEEP as they have not proved beneficial with minimal uptake • Modify point system to include relevant factors for CGS
London	<ul style="list-style-type: none"> • Available grant of up to 100% of the development charges paid on an industrial building within a targeted industrial use • Available grant of up to 50% of the value of the development charge for non-targeted uses 	<ul style="list-style-type: none"> • Revised in 2018 to remove warehousing development that results in high footprint with low employment (automation) • London will attract warehousing opportunities regardless of incentives due to proximity to 401 and saturation of land in GTA • Significant number of CIP's for other areas of focus throughout the City
Hamilton	<ul style="list-style-type: none"> • Existing CIP's with no specific Employment or Industrial program • Focused more on revitalization of core areas and remediation • Recent improvement of existing CIP's including continuous intake period and establishing permanent funding 	<ul style="list-style-type: none"> • Brownfield remediation started in 2001 for older areas and was used to attract investment in retired assets • LEED no longer a useful tool and will be removed • Not similar to our focus in either scope or investment attraction and incentive rationale
Port Colborne	<ul style="list-style-type: none"> • Offering TIEG's for Business Development/Business Expansion and Retention • Grant programs 	<ul style="list-style-type: none"> • Smaller town with different target markets and lower thresholds • Different incentives needed for their specific investment attraction
St. Mary's	<ul style="list-style-type: none"> • Offering various Industrial Grant programs • Site Improvement Grant; Design Study Grant; Redevelopment and Adaptive Reuse Grant; Service Connection Fee Grant 	<ul style="list-style-type: none"> • Small improvement grants • Smaller town with different target markets and lower thresholds • Different incentives needed for their specific investment attraction
Tecumseh	<ul style="list-style-type: none"> • Strategic Industrial Development CIP is currently in development • Went to public consultation in 	<ul style="list-style-type: none"> • Public hearings were held in 2022 • Plan has not yet be implemented

	2022 <ul style="list-style-type: none"> • Various grant programs with low dollar value 	
Hearst	<ul style="list-style-type: none"> • TIEG proposed but not actualized 	<ul style="list-style-type: none"> • Plan has yet to be implemented
North Bay	<ul style="list-style-type: none"> • Growth CIP • TIEG Up to 5 Years • DC Rebate up to 100% • Municipal Fee Rebate up to 100% 	<ul style="list-style-type: none"> • Closest market to Greater Sudbury and targeting similar investment • Have more available municipal lands • Greater Sudbury needs to offer competitive program
Windsor	<ul style="list-style-type: none"> • TIEG up to 10 years with minimum 50 jobs created and/or 20 jobs created in targeted areas 	<ul style="list-style-type: none"> • Focus on number of jobs would be difficult to monitor to hold company accountable
Toronto	<ul style="list-style-type: none"> • Several programs not employment/industrial development related 	<ul style="list-style-type: none"> • Saturated mature market with different needs and requirements
Durham	<ul style="list-style-type: none"> • Regional programs broken down into municipalities 	<ul style="list-style-type: none"> • Focused mainly on growth in downtowns
Timmins	<ul style="list-style-type: none"> • TIEG • Environmental Study • Fee Rebate • Mine Redevelopment 	<ul style="list-style-type: none"> • Annual budget for this program is \$50,000 • Not similar size market nor available funding
Quinte West	<ul style="list-style-type: none"> • TIEG • Permit Fee Grant 	<ul style="list-style-type: none"> • Smaller community targeting tourism • Different focus than CGS

Appendix B - Strategic Employment Areas



EMPLOYMENT LAND COMMUNITY IMPROVEMENT PLAN

1.0 PLAN BACKGROUND

1.1 Introduction

With the emergence of new clean-tech and battery electric vehicle sectors and the focus on critical minerals in Canada and around the world, Greater Sudbury is on the cusp of an unprecedented time of potential growth for our community as the global nerve centre for green mining expertise and innovation; in fact the community’s mining supply & service sector is already leading the world’s transition to electrification of mining.

Existing CIPs within Greater Sudbury have been successful in fostering redevelopment and the creation of new housing within strategic areas, and the new Employment Land CIP will enhance the efforts of the City to attract investment by providing potential investors with a significant incentive to support growth and expansion of existing businesses, and to attract new developments. CIPs have proven successful in other Ontario communities and will help Greater Sudbury remain competitive in our business attraction efforts.

Staff presented the City of Greater Sudbury Employment Land Strategy (ELS) to the City’s Finance and Administration Committee on August 9, 2022. The ELS provides key recommendations to ensure that Greater Sudbury is well positioned to be investment-ready and able to support and attract industrial, commercial and institutional development and job growth over the next 25 years. The Employment Land Community Improvement Plan is a recommendation of the Employment Land Strategy.

An Employment Land CIP will have a number of benefits, which include:

- **Increased Employment Opportunities:** The Employment Land CIP will help add jobs to the community to grow our population and tax base.
- **Increased Investment:** The Employment Land CIP will help our current industry grow to the level they require to maintain their competitive positions. The Mining Supply & Service sector is seeking to grow operations in both number of full-time employees and square footage to existing facilities. Many in this sector are now deciding whether to proceed with the expansions in Sudbury or move to other strategic locations. These expansions will attract new businesses and investment to the city, providing a much-needed boost to the local economy.
- **Leveraged Financial Incentives:** Financial incentive programs from Federal and Provincial agencies such as FedNor and the Northern Ontario Heritage Fund often evaluate projects based on the other levels of government support they are leveraging. The CIP will allow the City to bolster the financial incentive packages offered to investment opportunities and clearly signal that the CGS is also supporting investment in the community.
- **Increased Tax Revenue:** the Employment Land CIP will attract new investments which grow tax assessment and increase the local tax base, helping to fund essential public services such as healthcare, education, and public safety.

- **Environmental Benefits:** By incentivizing investments in Clean Tech and Life Sciences particularly, our Employment Land CIP can create cleaner, healthier communities by reducing pollution and improving air and water quality.

Greater Sudbury is in a competitive position based on our established cluster of mining sector and services industry and our higher, more affordable quality of life as compared to major metropolitan areas in southern Ontario. Further, the changing landscape of industry to include sectors such as battery electric vehicles and their subsequent supply needs will effectively leverage the expertise, innovations and supply chain accessible in Greater Sudbury. The Employment Land CIP will allow Greater Sudbury to leverage these community benefits and industry assets to attract new investment and encourage existing business growth.

2.0 Official Plan Conformity

Section 15 of “The City of Greater Sudbury Official Plan” provides for the use of Community Improvement Plans within the City. Additionally, section 15.2 of the Official Plan designates the entire City of Greater Sudbury as a Community Improvement Project Area. The Official Plan states that the objectives of Community Improvement Plans are to:

- a. Enhance the quality of the physical and social environment through the development, redevelopment, preservation and rehabilitation of certain areas of the City;
- b. Undertake comprehensive community improvement programs with respect to identified projects or designated community improvement areas; and,
- c. Increase employment, economic activity and investment in the City.

This CIP meets all the objectives set out in the Official Plan.

2.1 Project Area Description and Boundaries

The Community Improvement Plan Area, which is established by municipal by-law, includes all lands within the City of Greater Sudbury. To be eligible for the financial program outlined in this plan, properties must be within municipal boundaries at the time of application.

In keeping with the intent to encourage development and redevelopment of employment-related uses, to be eligible for a grant program, a building permit must be issued for an Industrial or strategic industry project.

To be eligible for the additional five points related to location, the project must occur in the Strategic Employment Areas shown on Schedules A1-8. The Employment Land Strategy identified these areas as having the maximum potential to achieve the land supply requirements for serviced and available industrial land.

Expansion of Strategic Employment Areas boundaries as shown on Schedules A1-8 will only be considered if consistent with policies in the Official Plan and in alignment with water and wastewater servicing availability.

3.0 Greater Sudbury's Employment Land Community Improvement Plan

Section 28 (7) of the Planning Act, and Section 106 (3) of the Municipal Act, 2001, provides municipalities the following authority: for the purpose of carrying out a community improvement plan that has come into effect, "the municipality may make grants or loans to registered owners, assessed owners and tenants of lands and buildings within the community improvement project area, and to any person to whom such an owner or tenant has assigned the right to receive a grant or loan, to pay for the whole or any part of the cost of rehabilitating such lands and buildings in conformity with the community improvement plan."

In summary, the only tools available are either a grant or a loan. However, there are many applications of this grant or loan which can be used on a case-by-case basis to encourage development or redevelopment within the project area.

3.1 Overall concept

The City of Greater Sudbury 2019-2027 Strategic Plan sets out several strategic objectives, including Asset Management and Service Excellence. This goal speaks to The City's priorities to reinforce infrastructure for new development. Through objective 1.4, Council has directed staff to develop an employment land strategy and community improvement plan that links infrastructure and economic development and ensures that the City has an adequate supply of serviced employment land and an incentive framework in place to stimulate investment, development and job creation.

The objectives of this Community Improvement Plan is to:

1. Stimulate investment, development and job creation.
2. Create and retain employment opportunities, including industrial.
3. Grow the municipal assessment base.
4. Grow the municipal property tax revenue.
5. Take advantage of existing infrastructure.

3.2 Encouraging Development and Redevelopment of Employment Lands

The City of Greater Sudbury may use its legislative authority pursuant to Section 28 of the Planning Act to enact by-laws designating the Employment Land Community Improvement Plan areas. The entire City of Greater Sudbury is designated as the Employment Land Community Improvement Plan project area. Applications within the Strategic Employment Areas included in Attachment A are eligible to score additional points as outlined in the scoring matrix. In doing so, the City is making the Tax Increment Equivalent Grant Program financial incentive available to approved eligible properties.

This program provides the greatest return on investment for the City and has been assessed/proven to be of most value to both new business seeking to relocate or establish within a municipality and existing businesses wishing to expand.

These incentive programs can also be used in conjunction with new or existing financial incentive programs such as the Brownfield Strategy and Community Improvement Plan.

3.2.1 General Requirements Applying to all Programs

All financial incentive programs described herein are subject to the following general requirements. These requirements are not intended to be exhaustive. The City reserves the right to include other reasonable requirements and conditions on a project-specific basis.

1. To be eligible, projects must be for an industrial use as determined through a building permit. Notwithstanding this requirement, it is at the discretion of the Director of Economic Development whether a project qualifies for the incentive program provided through this CIP.
2. Applicants must submit a Business Case in support of the application.
3. Works commenced prior to submitting an application are ineligible. Works commenced after submitting an application, but prior to application approval, are done so at the Applicant's risk.
4. The financial incentives described herein may be used in combination with any other program offered by the City and/or any other level of government and/or association.
5. To be eligible, a project must have a minimum estimated construction value of \$1,000,000 and be issued a building permit for an Industrial use, which is consistent with the program's intent of encouraging development and redevelopment of employment-related uses.
6. Approved grants may be made to the registered owner, assessed owner or tenants of land and buildings within the community improvement plan areas and, subject to City approval, are assignable to a third party to whom such an owner or tenant has assigned the right to receive a grant.
7. Ineligible properties will not be brought forward for Council's consideration.
8. At its sole discretion, Council may sell municipal property within a community improvement plan area, in this case consisting of lands within the municipal boundary, at below fair market value for industrial or strategic industry purposes to achieve the goals of the Community Improvement Plan.
9. The City may consider phasing incentives for large, multi-phase redevelopment projects, where it can be clearly demonstrated that the provision of the phased incentive does not exceed the eligible costs associated with any particular phase of development and/or redevelopment.
10. The total amount of all municipal financial incentives provided to an approved eligible property will not exceed the eligible costs to develop that property. Per the Planning Act, as amended from time to time, eligible costs may include the costs related to environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities.

11. The City may receive applications that exceed the maximum program amounts outlined in this Community Improvement Plan. At its sole discretion, the City may provide incentives that are greater than the amounts outlined herein, provided that all other applicable criteria are met.
12. In the case of a conflict of the provisions outlined in this CIP, the most stringent provision shall apply, unless otherwise permitted in the CIP.
13. All approved works and improvements shall conform to all relevant provincial legislation including, but not limited to, the Environmental Protection Act and the Ontario Building Code.
14. All approved works and improvements shall conform to all relevant municipal by-laws, standards, policies and procedures including, but not limited to, the Official Plan and the Zoning By-law.
15. For the purposes of clarity, approval for the financial incentive program included herein does not relieve a proponent from the need to obtain any other required municipal, federal, provincial and/or public agency approval associated with the proposed project.
16. City staff, officials and/or agents of the City may inspect any approved eligible property that is subject of a financial incentive program application.
17. The City reserves the right to peer review/audit any studies and/or works approved under a financial incentive program, at the expense of the Applicant.
18. The City is not responsible for any costs incurred by an Applicant in relation to any of the above financial incentive programs.
19. The eligible property will not be in a position of tax arrears at the time of application.
20. If the Applicant is in default of any program requirement, or any other requirement of the City, the City may delay, reduce or cancel its financial incentive program approval. Should the owner or tenant of the approved eligible property default on any condition in the by-law or agreement, the grants, plus interest, will become payable to the City in full.
21. Outstanding work orders and/or orders or requests to comply, and/or other charges from the City (including tax arrears) must be satisfactorily addressed prior to the issuing of any financial incentive.
22. The City may discontinue any financial incentive program at any time. Notwithstanding this, approved eligible properties will continue to receive approved municipal financial incentives, subject to compliance with the requirements set out herein and any associated by-law and/or agreement.
23. The City is not bound to accept any application. The City of Greater Sudbury reserves the right to consider any, none or all of the applications, to accept applications in whole or in part, and to elect not to proceed with this process at any given time.
24. Eligibility to the program does not guarantee funding of projects.
25. Applications will be evaluated according to adopted policies and by-laws of the City of Greater Sudbury. The City will have regard to its Climate Emergency Declaration and also reserves the

right to evaluate applications based on additional criteria developed from time to time, including the right to require Applicants to submit a more in-depth second phase evaluation. Applicants may be contacted by the City of Greater Sudbury during the evaluation process to clarify their application or to provide further information.

26. Applicants may be required to provide the City of Greater Sudbury with additional information to demonstrate their creditworthiness and business track record.

27. The Recipient will not assign this Agreement, or the Grant or any part thereof, without the prior written approval of the City, which approval shall not be unreasonably withheld by the City but may be subject to such terms and conditions as the City may reasonably impose. Without limiting the generality of the foregoing the City will require the assignor and assigned to enter into an assignment and assumption agreement with the City.

3.2.1.1. General Implementation Applying to CIP Approvals

1. CIP Approvals shall be implemented by municipal by-law, outlining the recipient, the general description of project, the financial incentives and maximum amounts of grants.
2. CIP Approvals shall be further implemented by agreement or other document necessary to set out the terms on which the grants and/or loans will be provided.
3. The agreement or other necessary document shall be signed by the recipient within 6 months of the passing of the implementing by-law. The expiration of this timeline shall constitute a lapsing of the City's approval.
4. Projects, where approved, shall be completed within 24 months of the signing of the agreement. The Director of Economic Development may extend the agreement, by one year only.
5. Notwithstanding paragraph 4, the Director of Economic Development may approve a longer timeline for larger projects. Once this agreement is executed, the Director of Economic Development may extend said agreement, by one year only.

3.3.1 Tax Increment Equivalent Grant Program

Purpose:

The TIEG program will foster investment in the City by providing significant incentive to support growth and expansion of existing businesses as well as attract new developments. The program provides grants equivalent to the incremental increase in municipal property tax assessment and revenue resulting from property improvements such as, but not limited to, new construction. Bridging the difference between the tax rate prior to development/redevelopment and the post redevelopment tax rate has been found to be the most effective incentive for encouraging development.

Description:

In keeping with the intent to encourage development and redevelopment of employment related uses, to be eligible a project must have a minimum estimated construction value of \$1,000,000 and a building permit must be issued for an industrial use.

The City may provide grants to the owner or tenant of an eligible property to help offset costs associated with its rehabilitation, reuse, development and redevelopment of the property, provided that that the improvements to the property result in an increase in assessment and property tax.

The grants will be provided after the improvements to the property are complete and after the reassessment of the property by the Municipal Property Assessment Corporation (MPAC) has demonstrated an increase in the assessed value of the property.

All costs associated with the improvement/development and the requirements of this Program are to be borne by the Applicant, including construction, design, development charges, administration fees, appraisals, inspections, Municipal Property Assessment Corporation (MPAC) post development assessment estimates, legal and registration fees, where applicable.

The value of the grant provided is equal to the incremental increase in property assessment and municipal property tax resulting from the improvements. The grant is provided to the owner (registered or assessed), tenant or assigned third party, after the taxes have been paid in full for the calendar year to which the application for the annual instalment applies.

The pre and post improvement assessment and tax values will be used to calculate the incremental increase in municipal property tax revenue and the total value of the grant.

3.3.1.1 TIEG Scoring

The maximum number of years that any individual project can benefit from under the TIEG is 10 years. The scoring will determine whether a project is eligible for a three, five, seven or ten year TIEG. In all years of the program, the grant to the property owner/tenant is equal to 100% of the tax increment. The grant ceases thereafter.

Requirements for the TIEG:

The TIEG application must be accompanied by:

- A Post-development reassessment value prepared by the Municipal Property Assessment Corporation (MPAC)
- photos in the required format depicting the current condition of the eligible property
- business case, plans, reports, estimates, contracts and other information in the required format necessary to understand the proposed development concept for the eligible property, and to ensure conformity with the Official Plan and the objectives of the CIP

The following table describes the scoring criteria used to evaluate proposals:

SCORING MATRIX	
A. Construction Value	
\$1,000,000-\$1,999,999	1 point
\$2,000,000-\$9,999,999	2 points
\$10,000,000-\$39,999,999	3 points
\$40,000,000+	4 points

B. Full-time Jobs Created or Retained	
1-9	5 points
10-19	6 points
20-34	7 points
35-50	8 points
51-74	9 points
75-100	10 points
100+	11 points
C. Strategic Employment Areas	
In one of the 8 strategic Employment Areas as shown on Schedules A1 to A8	5 points
D. Strategic Industries – Category A	
Meets with the definition of Clean Tech or Life Sciences	5 points
E. Strategic Industries – Category B	
Meets the definition of Tourism/Film and Television	2 points
(A+B+C+D+E) Score generates TIEG amount	
0-7 points	No grant
8+ points	3 year TIEG
12+ points	5 year TIEG
15+ points	7 year TIEG
20+ points	10 year TIEG

Definitions:

The following definitions are provided to offer guidance to potential Applicants. However, it is to the evaluator's discretion as to whether a company qualifies as a strategic industry as per criteria of the scoring matrix.

CONSTRUCTION VALUE	Is the Construction Value listed on the Building Permit.
FULL-TIME JOBS CREATED OR RETAINED	Full time employment is defined as work of 30 hours or more per week. Applicants will provide the number of jobs anticipated to be created or retained through a Business Case submitted as part of the application and will be confirmed through annual corporate numbers throughout the TIEG period.
STRATEGIC EMPLOYMENT AREAS	The Strategic Employment Areas include Ceasar Road Industrial Area, Coniston Industrial Area, Fielding Road/Duhamel Road Industrial Area, Kingsway Industrial Area, LaSalle/Elisabella Industrial Area, Drive Industrial Area, National Street Industrial Area, and Valley East Industrial Area as shown on Schedules A1 through A8.
TIEG AMOUNT	The score generated will determine the number of years a project will be eligible for a Tax Increment Equivalent Grant. In all years of the

	program, the grant to the property owner/tenant is equal to 100% of the tax increment.
--	--

STRATEGIC INDUSTRIES – CATEGORY A	
Life Sciences	The branches of science that involve the scientific study of life, such as microorganisms, plants, and animals including human beings.
Clean Tech	Any process, product, or service that reduces negative environmental impacts through significant energy efficiency improvements, the sustainable use of resources, or environmental protection activities.
STRATEGIC INDUSTRIES – CATEGORY B	
Tourism	Any business venture that draws visitors to the City for an overnight stay.
Film and Television	Any business that supports or creates the production of a movie or television series.

- See Section 3.2.1 for further general financial incentive requirements.
- Grants are not permitted to be transferred or assigned to another party without prior written approval of the City.

4.0 Municipal Leadership Actions:

The financial incentive program contained in this Plan is designed to indirectly encourage private sector development of employment land in Greater Sudbury. However, as noted in the Employment Land Strategy, there are several actions that the City should undertake to directly promote employment and industrial land development in Greater Sudbury. The Municipal Leadership Actions are designed to complement the incentive program by limiting risk and generating enhanced market demand for industrial land and interest on the part of the private sector in using the available incentive programs.

The City of Greater Sudbury may utilize the full range of actions permitted under Section 28 of the Planning Act and other provincial legislation to implement the Municipal Leadership Actions within the Community Improvement Project Area, including:

- i) acquisition, holding, clearance, grading or other preparation of land for community improvement;
- ii) construct, repair, rehabilitate or improve buildings on land acquired or held by it in conformity with the community improvement plan; and
- iii) sell, lease, or otherwise dispose of any land and buildings acquired or held by it in conformity with the community improvement plan.

Property Acquisition

The City of Greater Sudbury may facilitate the consolidation of land within the City boundaries in conformity with the Community Improvement Plan. Additionally, the City of Greater Sudbury may acquire, hold, clear, grade or otherwise prepare the land for community improvement as defined by this CIP. Within the strategic employment areas the City may also prepare studies to support the development of the land, including but limited to: geotechnical studies, servicing feasibility studies, and environmental studies.

Additionally, the City of Greater Sudbury may choose to reconstruct, repair, rehabilitate or improve buildings on land that it acquires or holds to further the objectives of this CIP.

Property Disposition

The City of Greater Sudbury may dispose of municipally owned land or buildings within the Community Improvement Project Area in conformity with the Community Improvement Plan. Additionally, the City of Greater Sudbury may sell, lease or otherwise dispose of any land and buildings that it acquired or held provided that the end use of the property and/or buildings remains in conformity with this CIP.

The City of Greater Sudbury may choose to dispose of municipally owned property or buildings at less than market value to facilitate the development, redevelopment or adaptive reuse of the property and/or buildings.

Ensuring Adequate Supply of Employment Land

The availability of a suitable range of serviced employment lands is a key site selection factor that companies consider in selecting a community for relocation or expansion. The Provincial Policy Statement (PPS) acknowledges the importance of having an adequate supply of land for employment uses and the infrastructure that supports it. The PPS requires municipalities to promote economic development and competitiveness by:

- Providing opportunities for a diversified economic base, including maintaining a range and choice of suitable sites for employment uses that support a wide range of economic activities and ancillary uses, and take into account the needs of existing and future businesses;
- Planning for, and protecting and preserving employment areas for future and current uses; and
- Ensuring the necessary infrastructure is provided to support current and projected needs.

The City of Greater Sudbury plays a critical role in ensuring that there is an adequate supply of “shovel ready” employment lands. The incentive, activities and actions outlined in this CIP will be used to support and facilitate the provision of a suitable range of serviced employment land.

5.0 Monitoring, Review and Amendments:

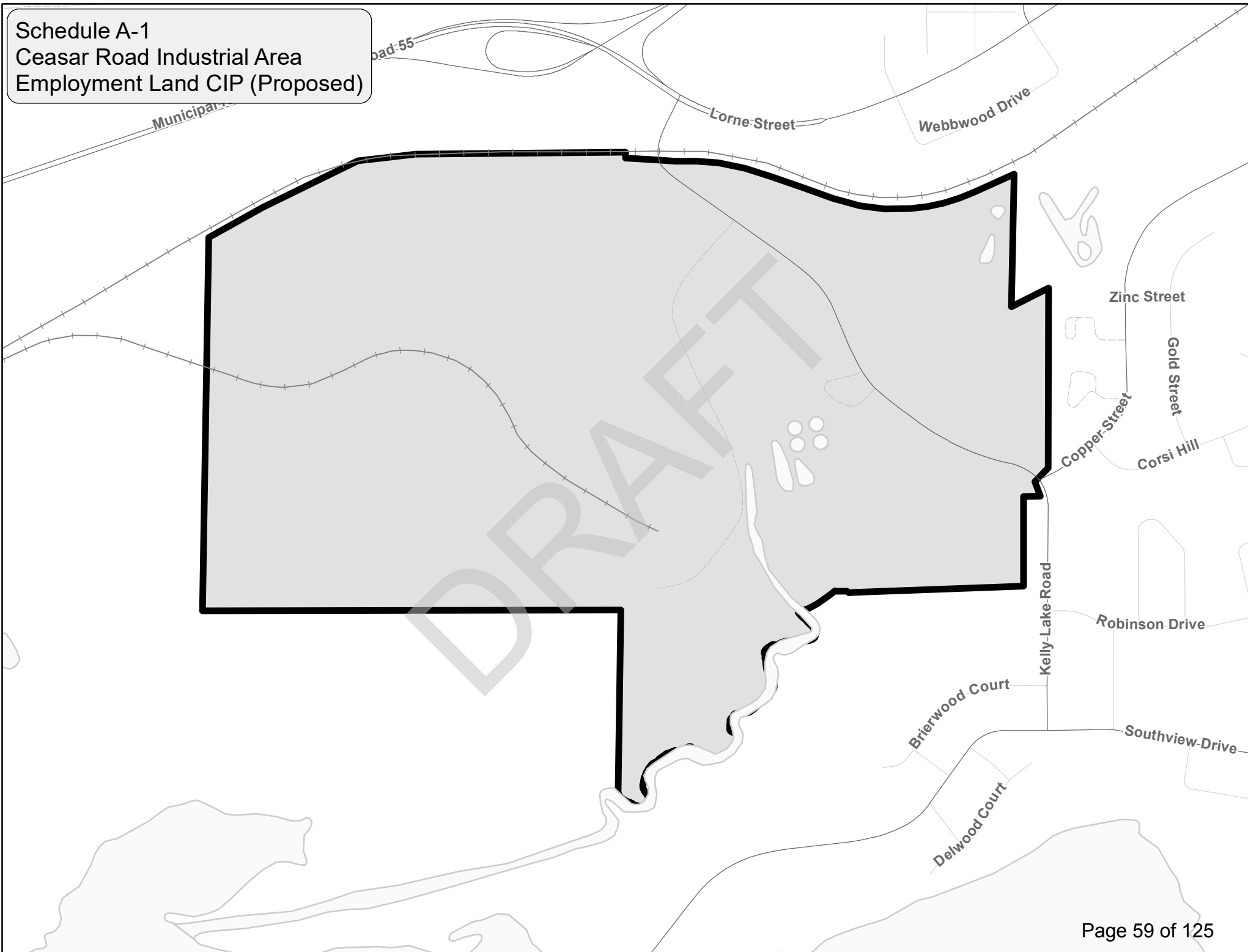
The Plan will be monitored on an ongoing basis to track progress relative to its goals and objectives. The monitoring program could be structured around several indicators, as outlined below. Information on these indicators would be collected at the individual project level and aggregated. This aggregated

information would be used as the basis for an annual report to Council. To the extent possible, these annual reports would also address the environmental and social effectiveness of the Plan. The annual reports would also be used to inform decisions relating to adjustments to this Plan, as well as budget decisions relating to any of the financial incentive programs described herein.

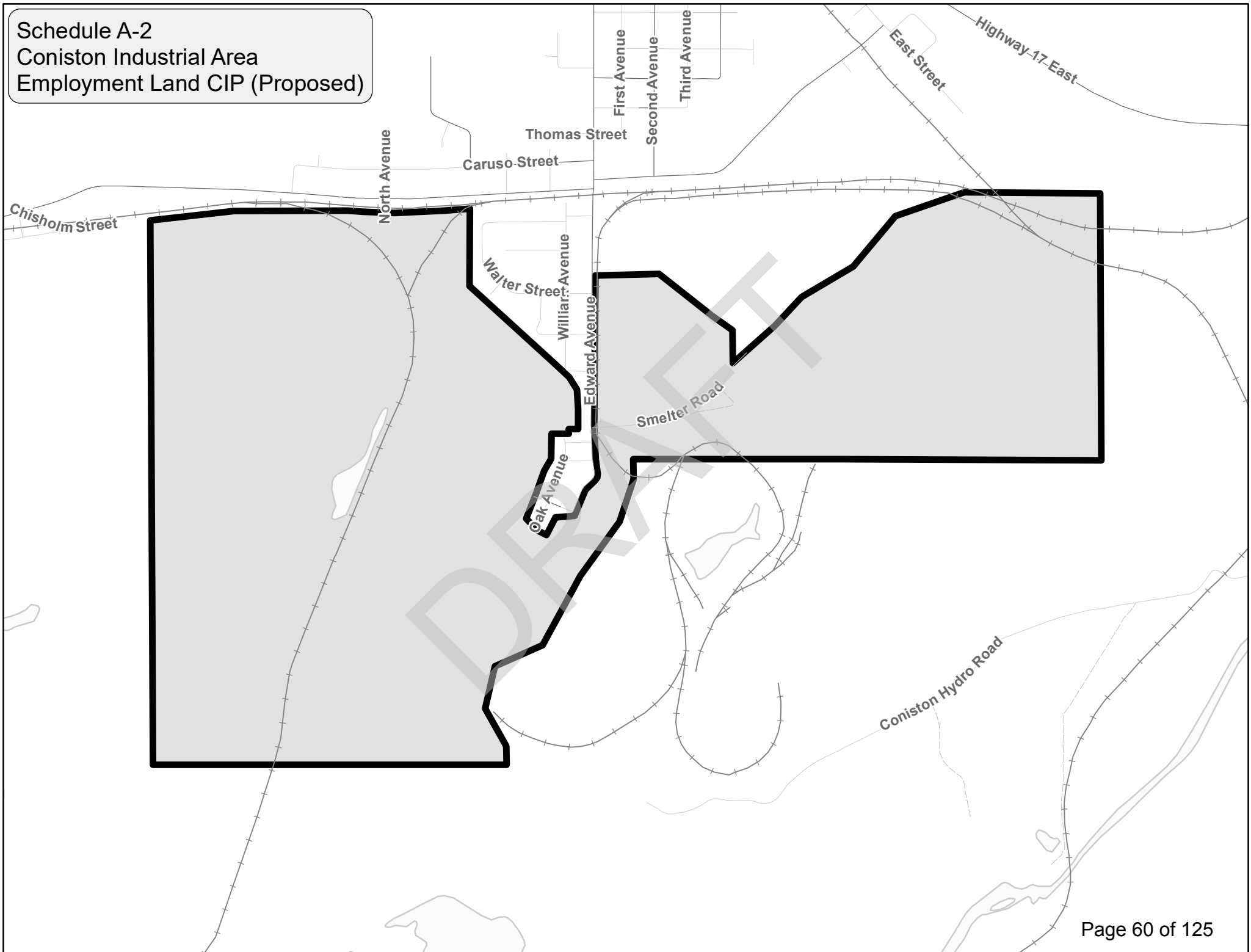
Minor and technical amendments (e.g., correcting typographical errors) may be made without Council approval. Major and substantive amendments may be made by amendment, subject to the statutory process under the *Planning Act*, which includes public consultation and Council approval. Notwithstanding this, the City may discontinue any of the programs contained in this Plan without amendment. The addition of new programs not expressly referenced herein requires an amendment.

PROGRAM	INDICATOR
TIEG Program	<ul style="list-style-type: none">• Number of applications received• Increase in assessment value of participating properties• Estimate and actual amount of municipal tax assistance/grants provided• Hectares or acres of land redeveloped• Industrial space (sq.ft. or sq.m.) rehabilitated or constructed• \$ value of private sector investment leveraged• Number of new jobs created

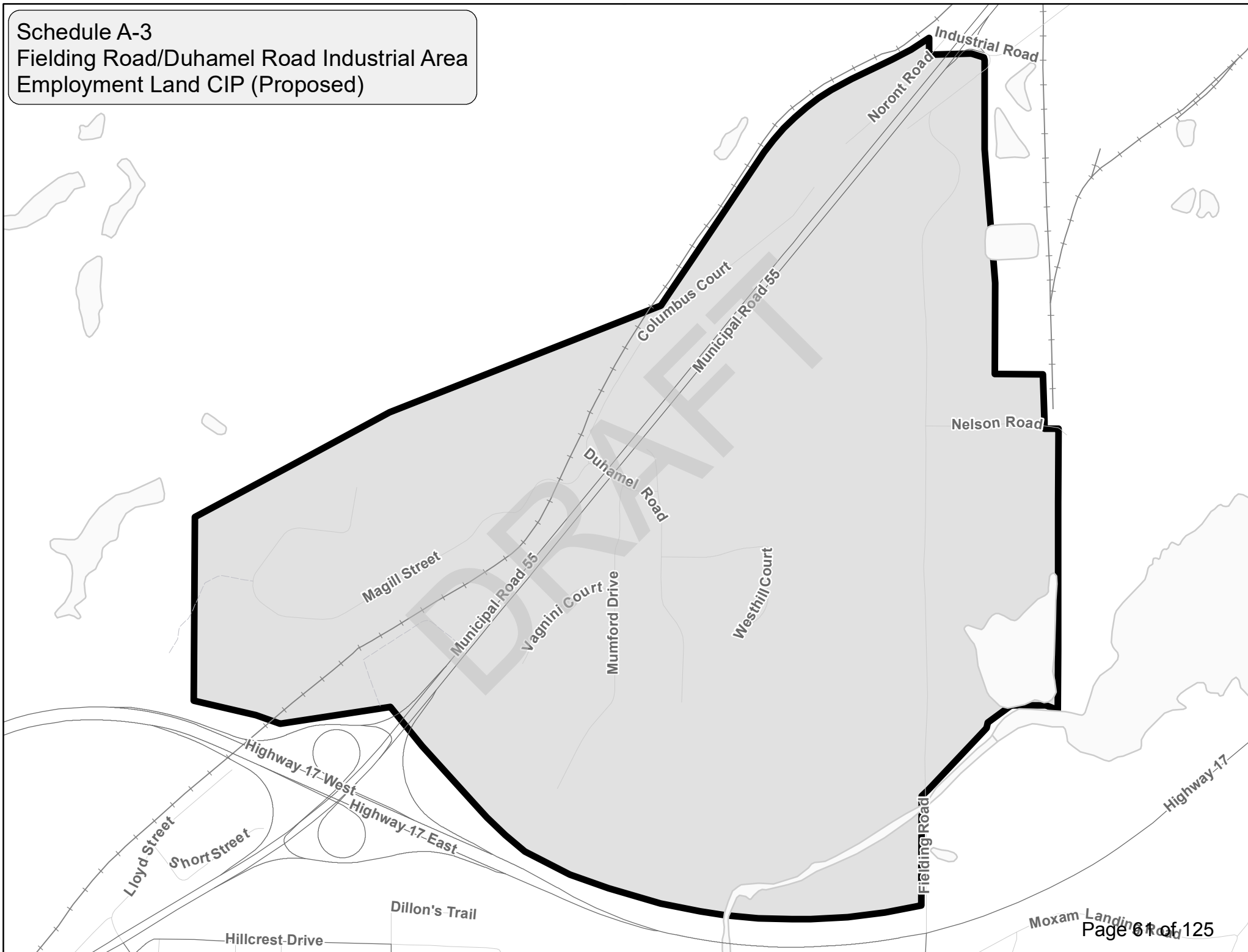
Schedule A-1
Ceasar Road Industrial Area
Employment Land CIP (Proposed)



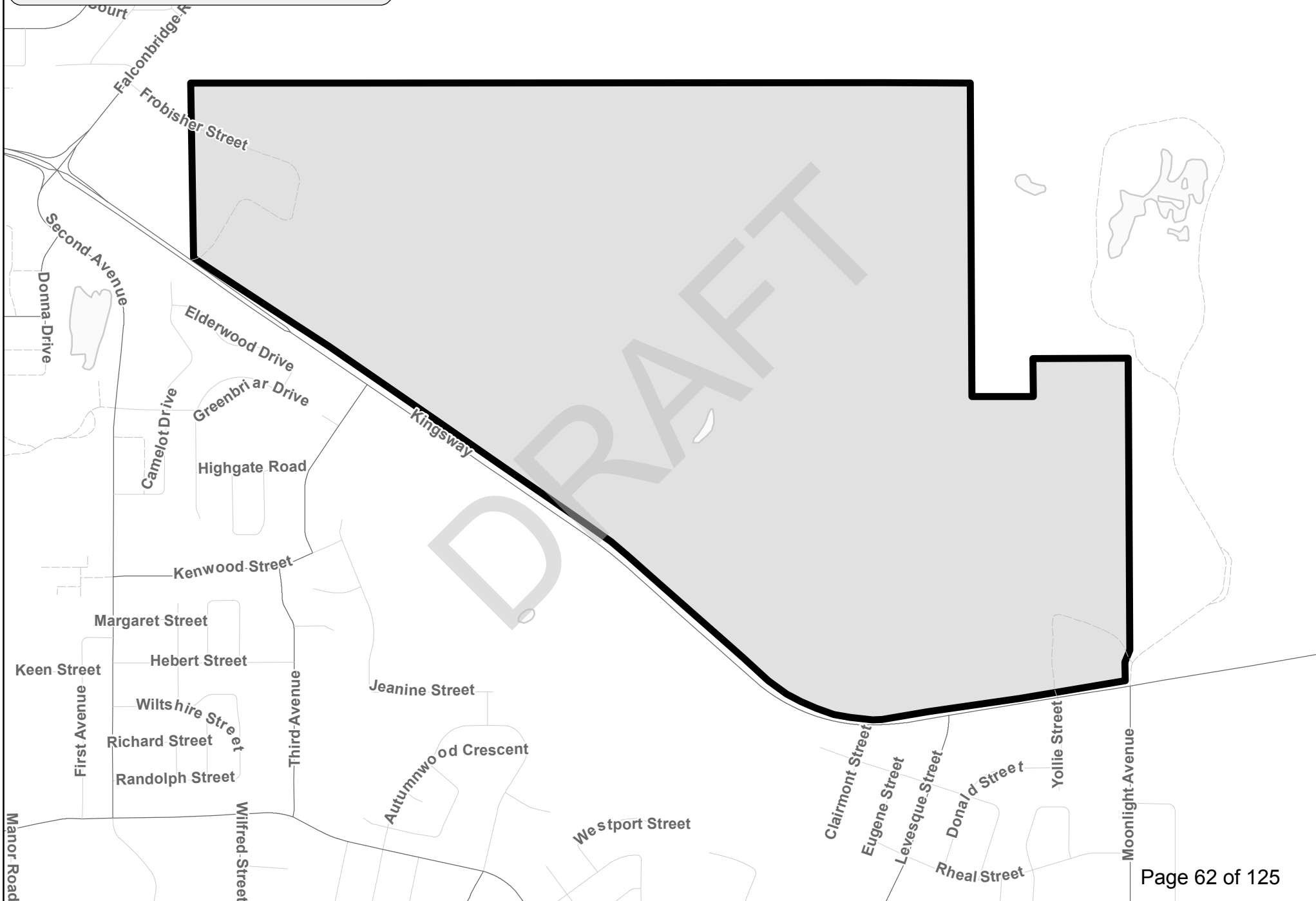
Schedule A-2
Coniston Industrial Area
Employment Land CIP (Proposed)



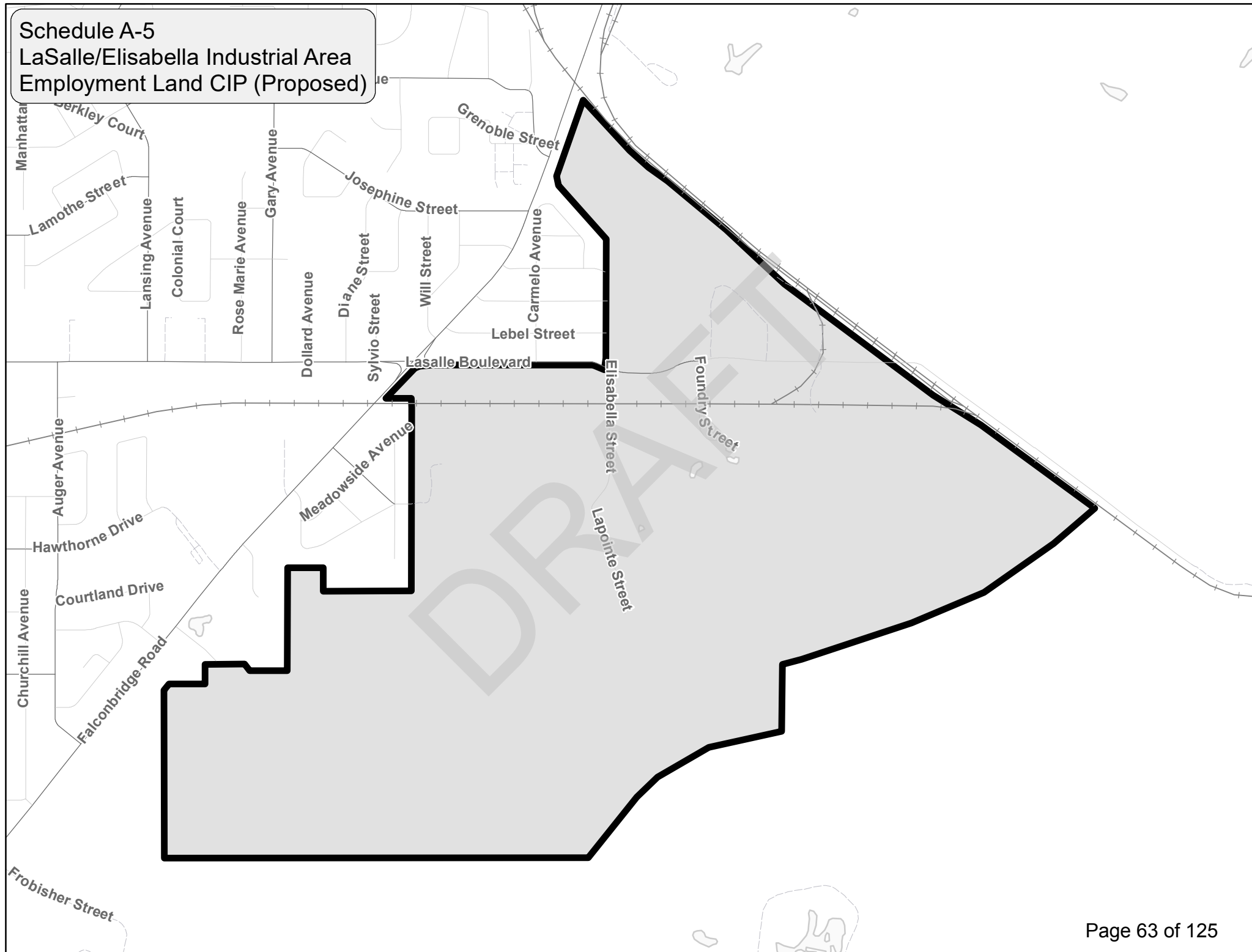
Schedule A-3
Fielding Road/Duhamel Road Industrial Area
Employment Land CIP (Proposed)



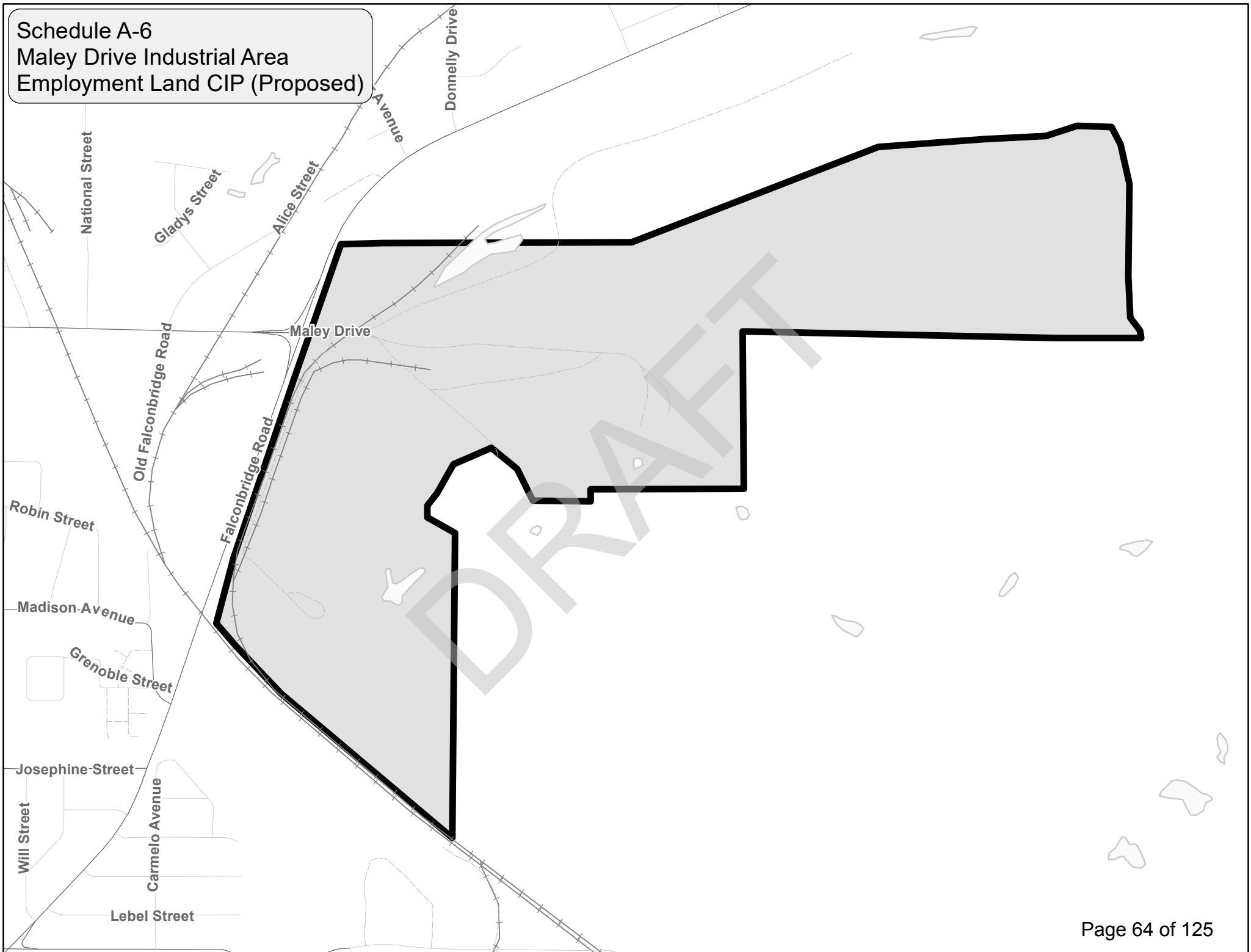
Schedule A-4
Kingsway Industrial Area
Employment Land CIP (Proposed)



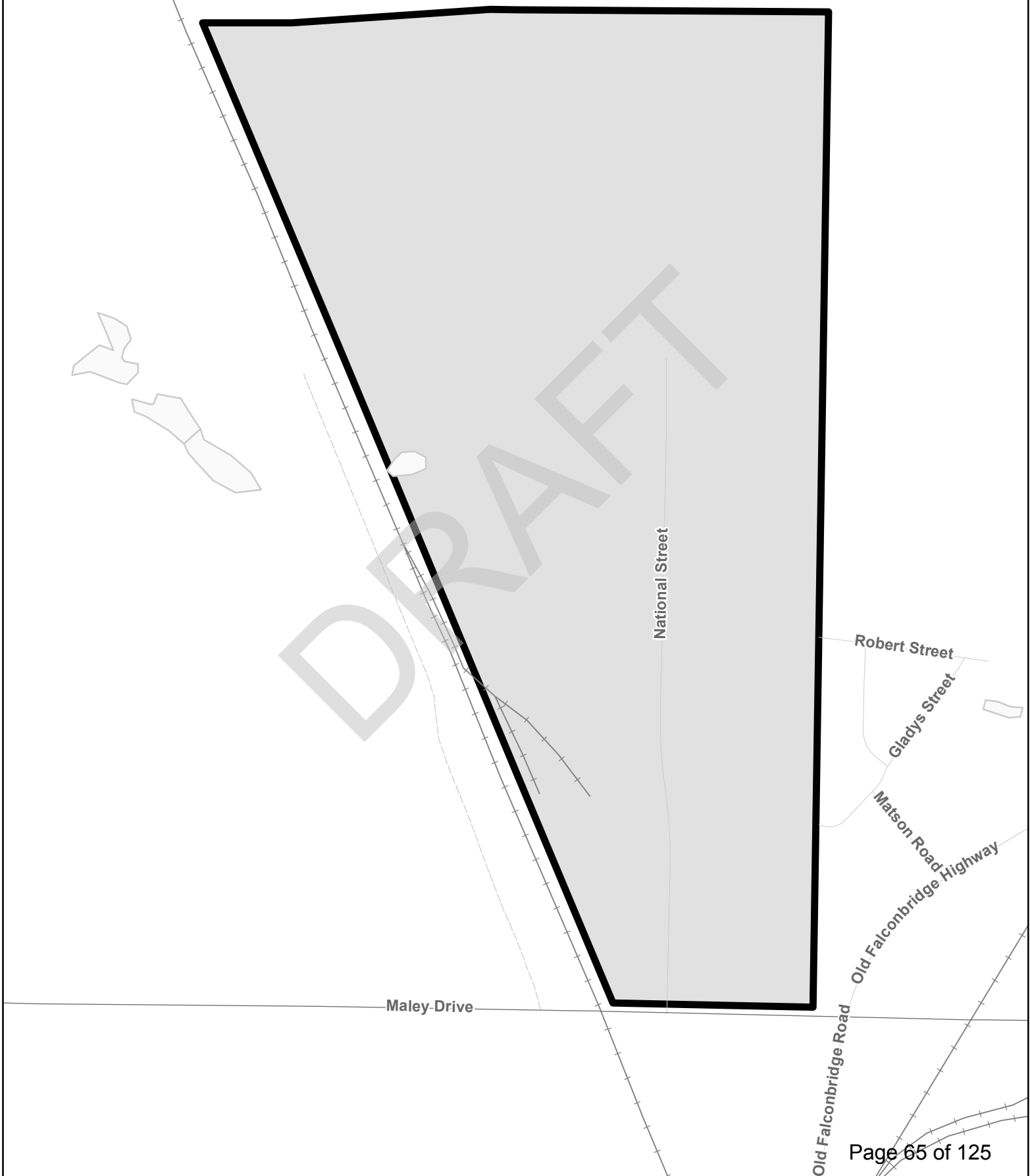
Schedule A-5
LaSalle/Elisabella Industrial Area
Employment Land CIP (Proposed)



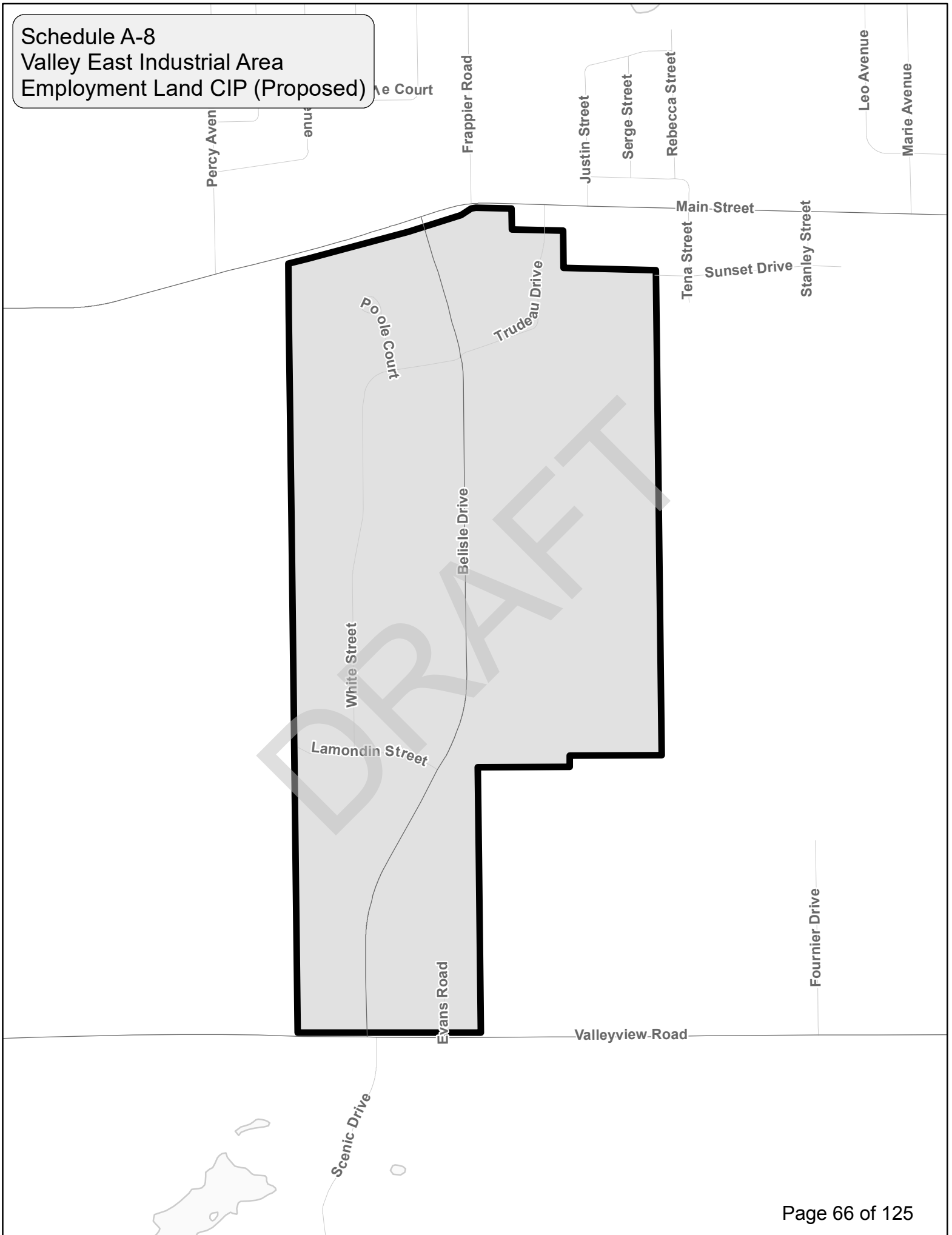
Schedule A-6
Maley Drive Industrial Area
Employment Land CIP (Proposed)



Schedule A-7
National Street Industrial Area
Employment Land CIP (Proposed)



Schedule A-8
Valley East Industrial Area
Employment Land CIP (Proposed)



Treasurer's Report on Remuneration and Expenses Paid to Members of Council and Council Appointees During 2022

Presented To:	Finance and Administration Committee
Meeting Date:	March 28, 2023
Type:	Correspondence for Information Only
Prepared by:	Christina Dempsey Accounting Services
Recommended by:	General Manager of Corporate Services

Report Summary

This report provides information regarding expenses incurred by Members of Council for 2022. This report is prepared in accordance with By-law 2016-16F respecting the payment of expenses for Members of Council.

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

This report supports Council's Strategic Initiative to Demonstrate Innovation and Cost-Effective Service Delivery. It specifically continues the evolution of business planning, financial and accountability reporting systems to support effective communication with taxpayers about the City's service efforts and accomplishments. This report has no direct connection to the Community Energy & Emissions Plan.

Financial Implications

There are no financial implications associated with this report. The overall surplus in Mayor and Council expenses will be included in the 2022 Year-end Operating Budget Variance Report.

Background

Pursuant to Section 284(1) of the Municipal Act, the Treasurer must, on or before March 31st, submit to Council an itemized statement of remuneration and expenses for the previous year, to or on behalf of, each member of Council and each Council appointed member of any body, including a local board, in respect of his or her services.

Attached is the annual Treasurer's Statement of Remuneration and Council Expenses for the period January 1, 2022 to December 31, 2022 for the City of Greater Sudbury Mayor, Councillors and Council appointees for Council, committees, panels and other entities.

Payments to the City of Greater Sudbury members of Council were made under the authority of Remuneration to Members of Council and Local Boards By-law 2018-145 and amended by By-law 2019-154 and the Payment of Expenses for Members of Council and Municipal Employees By-law 2016-16F which were passed pursuant to Section 283 of the Municipal Act. In accordance with the City's by-law on Accountability and Transparency, the City of Greater Sudbury discloses an itemized statement of Council

expenses on a quarterly and annual basis.

Payments made to City of Greater Sudbury Council appointed members to other entities were paid pursuant to Section 283 of the Municipal Act and reported to the Treasurer as required under Section 284(3) of the Municipal Act.

The annual Treasurer's Statement of Council Expenses discloses the total transactions by member of Council. The appendices disclose the details of each transaction including payee, date paid, amount, general description, and name of benefitting organization if applicable.

Below is a list of other entities from which Council or appointees may receive remuneration or reimbursement:

AMO – Association of Municipalities of Ontario
Board of Management for the Downtown Sudbury Business Improvement Area
Board of Management for the Flour Mill Business Improvement Area
Committee of Adjustment
CUTA – Canadian Urban Transit Association
Election Compliance Audit Committee
Fence Viewers
FONOM – Federation of Northern Ontario Municipalities
The City of Greater Sudbury Community Development Corporation
Greater Sudbury Housing Corporation
Greater Sudbury Public Library
Greater Sudbury Police Services Board
Greater Sudbury Source Protection Authority
Greater Sudbury Utilities Inc.
Livestock Valuer
Nickel District Conservation Authority
Sudbury & District Health Unit
Sudbury Airport Community Development Corporation

Resources Cited

By-law 2007-299 Policy Regarding Accountability and Transparency

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

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

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

By-law 2018-145 to Amend By-law 2016-16F

<https://pub-greatersudbury.escribemeetings.com/filestream.ashx?documentid=4995>

By-Law 2019-154 to amend By-law 2016-16F

<https://pub-greatersudbury.escribemeetings.com/filestream.ashx?documentid=2095>

By-law 2020-56 Reserves and Reserve Fund

<https://pub-greatersudbury.escribemeetings.com/filestream.ashx?documentid=806>

By-law 2020-124 to Amend By-law 2016-16F

<https://pub-greatersudbury.escribemeetings.com/filestream.ashx?documentid=39343>

CITY OF GREATER SUDBURY
TREASURER'S STATEMENT OF REMUNERATION AND BENEFITS FOR
MEMBERS OF CITY COUNCIL
(PURSUANT TO SECTION 284(1) OF THE 2001 MUNICIPAL ACT)
FOR THE PERIOD JANUARY 1, 2022 TO DECEMBER 31, 2022

THE FOLLOWING REMUNERATION AND EXPENSES WERE AUTHORIZED BY
BY-LAW 2018-145 AND BY-LAWS 2020-124 AND 2019-154 AMENDMENTS TO BY-LAW 2016-16F
PURSUANT TO SECTION 283 OF THE MUNICIPAL ACT

	REMUNERATION (1)	BENEFITS (2)
<i>Period Ended</i>		
Mayor		
<i>Nov. 18, 2022</i> B. BIGGER	161,758.47	47,192.31
P. LEFEBVRE	23,373.98	6,471.51
Councillors		
F. CORMIER	44,873.76	14,830.05
P. FORTIN	5,892.88	1,588.05
<i>Nov. 18, 2022</i> M. JAKUBO	45,458.65	14,161.23
<i>Nov. 18, 2022</i> R. KIRWAN	47,009.32	7,483.06
N. LABBÉE	5,892.88	1,588.05
J. LANDRY-ALTMANN	53,040.09	14,974.24
R. LAPIERRE	51,253.48	15,892.26
B. LEDUC	48,222.30	12,574.58
<i>Nov. 18, 2022</i> G. McCAUSLAND	43,611.69	14,036.66
D. MCINTOSH	49,922.02	15,670.62
G. MONTPELLIER	44,873.76	14,830.05
M. PARENT	5,892.88	1,175.09
M. SIGNORETTI	45,475.10	15,096.72
A. SIZER	52,994.96	8,226.38
M. VAGNINI	37,940.96	13,671.37

- (1) The amounts include remuneration as members of Council as well as for any additional roles as Chair or member of the following committees or Boards: Deputy Mayor, Acting Mayor, Finance and Administration Committee, Audit Committee, Operations Committee, Planning Committee, Community Services Committee, Emergency Services Committee and Public Health Sudbury.
Council Appointee remuneration is shown separately.
- (2) Benefits may include, Canada Pension Plan, Employer Health Tax, Dental, Extended Health, OMERS, Travel, Life Insurance, Long Term Disability, Short Term Disability, Phone and Internet Allowances, and Parking benefits.

CITY OF GREATER SUDBURY
TREASURER'S STATEMENT OF REMUNERATION AND BENEFITS FOR COUNCIL
APPOINTEES
(PURSUANT TO SECTION 284(1) OF THE 2001 MUNICIPAL ACT)
FOR THE PERIOD JANUARY 1, 2022 TO DECEMBER 31, 2022

THE FOLLOWING REMUNERATION AND EXPENSES WERE AUTHORIZED BY
BY-LAW 2018-145 AND BY-LAWS 2020-124 AND 2019-154 TO AMENDMENTS BY-LAW 2016-16F
PURSUANT TO SECTION 283 OF THE MUNICIPAL ACT

	REMUNERATION	BENEFITS	EXPENSES	MILEAGE
Council Appointees				
<i>Association of Municipalities Ontario</i>				
D. McIntosh			180.79	
<i>Committee of Adjustment</i>				
C. Castanza	1,978.08	104.20		1,212.80
D. Chartrand	2,805.30	178.66		114.81
C. Coupal	2,142.92	41.74		1,221.72
M. Dumont	2,060.50	112.34		2,134.91
D. Laing	494.52	24.02		67.93
J. Sawchuk	1,318.72	74.59		4.18
<i>The City of Greater Sudbury Community Development Corporation</i>				
B. Bigger			98.31	
M. Signoretti			150.00	
<i>Federation of Northern Ontario Municipalities</i>				
A. Sizer	600.00		613.20	
<i>Greater Sudbury Police Services Board</i>				
F. Caldarelli	8,756.22	170.73	4,360.41	
A. Sizer			6,009.45	
<i>Greater Sudbury Utilities Inc. and Greater Sudbury Hydro Inc.</i>				
L. Dupuis	7,762.50	394.36		
B. Hughes	9,075.00	507.54		
N. Labbé	625.00	31.19		
G. Labelle	8,043.75	415.87		
R. Lapierre	8,850.00	477.55	98.78	
J. Lilley	8,212.50	428.79		
M. Litalien	8,625.00	460.34		
K. McCartney	8,100.00	420.18		
G. McCausland	8,206.25	444.92		
P. McMullen	12,393.75	748.65	3,989.67	
M. Signoretti	11,406.21	673.04	34.11	
C. Visser	8,231.25	430.22		

CITY OF GREATER SUDBURY
TREASURER'S STATEMENT OF REMUNERATION AND BENEFITS FOR COUNCIL
APPOINTEES
(PURSUANT TO SECTION 284(1) OF THE 2001 MUNICIPAL ACT)
FOR THE PERIOD JANUARY 1, 2022 TO DECEMBER 31, 2022

THE FOLLOWING REMUNERATION AND EXPENSES WERE AUTHORIZED BY
BY-LAW 2018-145 AND BY-LAWS 2020-124 AND 2019-154 TO AMENDMENTS BY-LAW 2016-16F
PURSUANT TO SECTION 283 OF THE MUNICIPAL ACT

	REMUNERATION	BENEFITS	EXPENSES	MILEAGE
<i>Livestock Valuer</i>				
J. Barrett	321.00			
<i>Nickel District Conservation Authority</i>				
J. Davidson	443.00			
L. Gibson	177.20			
M. Jakubo	354.40			
S. Kaufman	4,352.16			
J. Landry Altmann	310.10			
B. Leduc	177.20			
G. McCausland	265.80			
P. Fortin	44.30			
N. Labbé	44.30			
F. Cormier	44.30			
<i>Public Health Sudbury and Districts</i>				
R. Lapierre	3,200.00		37.53	118.98
J. Huska	500.00			
P. Myre	400.00			
C. Thain	800.00			

Statement of Council Expenses

For the period ended, December 31, 2022

Description	Annual Budget	Actual Expenses	Surplus (Deficit)	
Office of the Mayor	758,368	647,914	110,454	Schedule 1
Council Expenses	1,274,732	1,209,517	65,215	Schedule 2
Council Memberships and Travel	101,624	101,199	425	Schedule 3
Net Total	2,134,724	1,958,630	176,094	

Council Expenses are reported as per By-Law 2016-16F, Payment of Expenses for Members of Council and Municipal Employees and By-Laws 2020-124 and 2019-154 amendments to By-law 2016-16F.

Statement of Council Expenses

Office of the Mayor

For the period ended, December 31, 2022

Description	Annual Budget	Actual Expenses	Remaining Budget	Notes
Salaries and Benefits	595,429	515,562	79,867	(1)
Translation Costs	3,060	2,999	61	Appendix 1A
Office Expense - Mayor Bigger	3,549	2,932	617	(2) Appendix 1B
Office Expense - Mayor Lefebvre	507	217	290	(2) Appendix 1C
Consultants	24,000	-	24,000	Appendix 1D
Public Relations - Mayor Bigger	4,907	3,164	1,743	(2) Appendix 1E
Public Relations - Mayor Lefebvre	701	555	146	(2) Appendix 1F
Cellular Services - Mayor Bigger	1,057	3,532	(2,475)	(2) Appendix 1G
Cellular Services - Mayor Lefebvre	151	675	(524)	(2) Appendix 1H
Travel	12,000	9,306	2,694	Appendix 1I
Contribution to Reserve	-	2,694	(2,694)	(3)
Internal Recoveries - Staff Support	52,535	45,968	6,567	
Internal Recoveries - Program Support	58,868	58,868	(0)	(4)
Internal Recoveries - Parking and Other	1,604	1,442	162	Appendix 1J
Net Total	758,368	647,914	110,454	

- (1) Salaries and benefits are costs relating to the Mayor and support staff. This expense includes the salary and benefits, internet, phone and car allowance for the Mayor.
- (2) The annual budget's were prorated between the accounts based on the number of months served during the year. All other budgets noted above represent the annual budget.
- (3) As per the Reserves and Reserve Fund By-law any under expenditure in a training and travel budget line account is to be contributed to a reserve should the City be in a surplus position.
- (4) Internal recoveries program support includes costs associated for Accounts Payable, Accounts Receivable, Information Technology, Human Resources, Payroll, Budget and the Mailroom.

Statement of Council Expenses

Council Expenses

For the period ended, December 31, 2022

Description	Annual Budget	Actual Expenses	Remaining Budget	Notes
Salaries and Benefits	971,181	962,778	8,403	(1)
Office Expense	5,100	864	4,236	Appendix 2P
Cellular Services	4,782	10,088	(5,306)	Schedule 4 & Appendix 2Q
Internal Recoveries - Program Support	183,509	183,539	(30)	(2)
<i>Councillors office expense</i>				(3)
Ward 1 Mark Signoretti	9,180	5,838	3,342	Schedule 4 & Appendix 2A
Ward 2 Michael Vagnini	9,180	3,890	5,290	Schedule 4 & Appendix 2B
Ward 3 Gerry Montpellier	9,180	4,657	4,523	Schedule 4 & Appendix 2C
Ward 4 Geoff McCausland	8,032	1,035	6,997	Schedule 4 & Appendix 2D
Ward 4 Pauline Fortin	1,148	2,306	(1,159)	(4) Schedule 4 & Appendix 2E
Ward 5 Robert Kirwan	8,032	7,752	280	Schedule 4 & Appendix 2F
Ward 5 Mike Parent	1,148	1,239	(91)	(4) Schedule 4 & Appendix 2G
Ward 6 Rene Lapierre	9,180	5,093	4,087	Schedule 4 & Appendix 2H
Ward 7 Mike Jakubo	8,032	533	7,499	Schedule 4 & Appendix 2I
Ward 7 Natalie Labbé	1,148	225	924	(4) Schedule 4 & Appendix 2J
Ward 8 Al Sizer	9,180	4,817	4,363	Schedule 4 & Appendix 2K
Ward 9 Deb McIntosh	9,180	2,022	7,158	Schedule 4 & Appendix 2L
Ward 10 Fern Cormier	9,180	1,212	7,968	Schedule 4 & Appendix 2M
Ward 11 Bill Leduc	9,180	7,082	2,098	Schedule 4 & Appendix 2N
Ward 12 Joscelyne Landry-Altmann	9,180	4,546	4,634	Schedule 4 & Appendix 2O
Net Total	<u>1,274,732</u>	<u>1,209,517</u>	<u>65,215</u>	

- (1) Salaries and benefits are costs relating to Councillors and support staff. This expense includes the salary and benefits (including a yearly \$576 Internet and \$480 phone allowance) and mileage of the Councillors.
- (2) Internal recoveries includes costs associated for Accounts Payable, Accounts Receivable, Information Technology, Human Resources, Payroll, Budget and the Mailroom.
- (3) Expenses incurred are limited to not exceed the Councillor's annual Office Expense Budget as per By-law 2020-124
 Surplus amounts from:
 1. Each individual Councillor's Office Expense budget
 2. The Corporate Council Travel Account
 can be contributed to the Organizational Development Reserve to a maximum of \$10,000 in reserve. Contributions cannot put the City in a deficit position or increase a deficit. Contribution of \$10,000 was made in 2021, therefore reserve at maximum amount.
 Reserve amounts can be used to fund:
 a) Over expenditures in an individual Councillor's Office expense budget that are the result of professional development costs, including travel, for attendance at one or more professional development events, and if funds remain,
 b) Over expenditures in the Corporate Council Travel Account.
- (4) The annual budget of \$9,180 by Ward for Councillors office expense was prorated between the Councillors based on the number of months served during the year. Although budget was prorated, new council members could access the remaining ward budget for the calendar year. No members exceeded the annual budget of \$9,180. All other budgets noted above represent the annual budget.

Statement of Council Expenses

Council Memberships and Travel

For the period ended, December 31, 2022

Description	Annual Budget	Actual Expenses	Remaining Budget	Notes
Association Dues	80,700	80,461	239	Appendix 3A
Corporate Council Travel	16,100	2,165	13,935	(1) Appendix 3B
Insurance	4,824	4,399	425	(2)
Contribution to Reserve	-	14,174	(14,174)	(3)
Net Total	101,624	101,199	425	

For Association Dues and Corporate Council Travel see attached Appendices for additional details provided as per the requirements of By-Laws 2020-124 and 2019-154 amendments to By-Law 2016-16F, Payment of Expenses for Members of Council

- (1) Corporate Council Travel is for a Member of Council that has been nominated or endorsed by resolution of Council to sit on an association or organization's Board that is related to the Municipality and that meets away from our community.
- (2) Insurance costs for all of Council includes Council Accident Policy, Out of Province Medical and a portion of general liability.
- (3) As per the Reserves and Reserve Fund By-law any under expenditure in a training and travel budget line account is to be contributed to a reserve should the City be in a surplus position.

Statement of Council Expenses
Council Office, Mileage, and Cell Phones
For the period ended, December 31, 2022

		Books & Subscriptions	Business Hospitality	Communications	Event Tickets	Gifts	Media Notices	Meeting Setup	Office Supplies	Travel / Prof. Dev.	Office Total	Mileage	Cell Phone	Total per Councillor
Ward 1	Mark Signoretti	-	893.27	-	300.00	450.00	-	-	609.02	3,585.25	5,837.54	-	267.05	6,104.59
Ward 2	Michael Vagnini	-	3,803.65	-	-	86.50	-	-	-	-	3,890.15	13,501.40	826.72	18,218.27
Ward 3	Gerry Montpellier	-	1,707.92	-	628.33	-	1,000.00	-	1,321.04	-	4,657.29	5,937.80	232.93	10,828.02
Ward 4	Geoff McCausland	270.34	-	510.40	254.40	-	-	-	-	-	1,035.14	661.10	532.94	2,229.18
Ward 4	Pauline Fortin	-	60.00	34.50	-	-	575.00	-	1,076.93	559.68	2,306.11	240.35	606.33	3,152.79
Ward 5	Robert Kirwan	91.50	29.24	5,674.05	-	-	-	96.08	255.64	1,605.61	7,752.12	3,492.19	209.82	11,454.13
Ward 5	Mike Parent	-	214.26	1,024.84	-	-	-	-	-	-	1,239.10	-	561.80	1,800.90
Ward 6	Rene Lapierre	60.97	661.48	120.93	-	444.71	347.61	-	1,497.93	1,959.52	5,093.15	1,802.90	436.06	7,332.11
Ward 7	Mike Jakubo	-	-	-	-	-	396.87	-	136.34	-	533.21	2,249.45	866.37	3,649.03
Ward 7	Natalie Labbé	-	-	34.50	-	190.00	-	-	-	-	224.50	118.80	611.75	955.05
Ward 8	Al Sizer	-	549.41	-	271.13	-	-	-	880.21	3,080.50	4,817.13	883.03	776.71	6,476.87
Ward 9	Deb McIntosh	31.39	-	1,661.67	-	-	-	101.76	227.28	-	2,022.10	1,282.05	814.24	4,118.39
Ward 10	Fern Cormier	-	-	-	254.40	-	957.35	-	-	-	1,211.75	-	737.06	1,948.81
Ward 11	Bill Leduc	-	2,825.20	364.81	1,136.78	310.38	-	-	1,318.55	966.72	7,082.44	990.55	2,188.00	10,260.99
Ward 12	Joscelyne Landry-Altmann	-	58.42	2,823.34	568.46	-	605.27	-	490.59	-	4,546.08	866.25	245.23	5,657.56
		454.20	10,802.85	12,249.04	3,413.50	1,481.59	3,882.10	197.84	7,813.53	11,757.28	52,247.81	32,025.87	9,913.01	94,186.69

Appendix 1A

Office of the Mayor

Translation Costs

For the period ended, December 31, 2022

Date	Amount	Payee	Description	Note / Reference
31-Mar-22	71.80	NORMAND RENAUD	Translation of Francophone Immigration Week Remarks	
8-Apr-22	283.59	MOTS POUR MAUX INC	Translation of City Council Opening Statement, Transit Driver Appreciation Day, Congratulations to NOSM University, Organ and Tissue Donation Awareness Month.	
17-May-22	297.65	MOTS POUR MAUX INC	Translation of Sikh Heritage Month Proclamation, Place des Arts Opening and Mental Health Week.	
18-Aug-22	143.85	MOTS POUR MAUX INC	Translation of Update from the Mayor on Housing Affordability	
18-Aug-22	427.90	MOTS POUR MAUX INC	Translation of Wear Red Day, Year of the Garden Proclamation, Statement from the Mayor on Family Day Weekend, Melanoma and Skin Cancer Awareness Month, Mayor's letter to the editor Community Paramedicine, Statement from the Mayor on the Events in Ukraine	
18-Aug-22	442.29	MOTS POUR MAUX INC	Translation of RB Café Heritage 2022, National Accessibility Week, Cystic Fibrosis Awareness Month, Finlandia Village, Longest day of SMILES, World Elder Abuse Day	
18-Aug-22	55.97	MOTS POUR MAUX INC	Translation of Message from the Mayor Cinefest Sudbury Film Festival	
9-Sep-22	174.38	MOTS POUR MAUX INC	Translation of India Independence Day, Pakistan's Independence Day, Sudbury Proclamation template	
30-Sep-22	488.35	MOTS POUR MAUX INC	Translation of Grandparents Day, Funding announcement, Statement on passing of Queen Elizabeth II, Rail Safety Week, National Day of Truth and Reconciliation, Franco-Ontario flag raising anniversary, UWCNEO Proclamation	
18-Nov-22	469.50	MOTS POUR MAUX INC	Translation of Community Support Month Proclamation, Fire Prevention Week, Acquired Brain Injury, November 11 Proclamation, Statement from Mayor Bigger, Lung Cancer Awareness Month, Remembrance Day Parade	
30-Nov-22	143.28	MOTS POUR MAUX INC	Translation of Café Heritage Week 2022 and Café Heritage Launch Remarks	
2,998.56			YTD Totals	

Appendix 1B

Office of the Mayor
Office Expenses - Mayor Bigger
For the period ended, December 31, 2022

Date	Amount	Payee	Description	Note / Reference
15-Feb-22	33.80	KRUZEL HUGH	Postage	
15-Feb-22	11.58	KRUZEL HUGH	Postage	
2-Feb-22	244.21	STAPLES	Office Supplies	
2-Mar-22	61.92	SAPPORO ICHIBANG	Meeting expense	
4-Apr-22	8.65	OLD ROCK	Meeting Expense	
4-Apr-22	63.09	GREATER SUDBURY CHAMBER OF COMMERCE	President's Series Luncheon with Trevor Walker, Frontier Lithlum	
4-Apr-22	63.09	GREATER SUDBURY CHAMBER OF COMMERCE	President's Series Luncheon with Trevor Walker, Frontier Lithlum	
4-Apr-22	54.90	SUDBURY PAINT AND CUSTOM FRAMING	Greeting cards and retirement picture	
2-May-22	152.64	GREATER SUDBURY CHAMBER OF COMMERCE	25th Annual Bell Business Excellent Awards 2022	
2-May-22	25.44	GREATER SUDBURY CHAMBER OF COMMERCE	President's Series Address with Alan Coutts, April 8/22	
2-May-22	152.64	GREATER SUDBURY CHAMBER OF COMMERCE	25th Annual Bell Business Excellent Awards 2022	
2-May-22	121.75	SUKHDEV RESTAURANT	Meeting expense	
2-May-22	10.06	SUDBURY PANT AND CUSTOM FRAMING	Framing of certificate for retired staff member	
11-May-22	24.42	JOURNAL PRINTING	Business cards	
26-May-22	183.70	JOURNAL PRINTING	Office Supplies	
2-Jun-22	62.66	JAK'S DINER	Meeting expense	
2-Jun-22	24.93	STAPLES	Office Supplies	
2-Jun-22	80.47	STAPLES	Office Supplies	
4-Jul-22	45.03	EVENTBRIGHT	Tickets for PDAC Networking Event	
22-Aug-22	47.83	WESTMOUNT PHOTOGRAPHY	Portrait 8 x 10	
23-Aug-22	200.47	WESTMOUNT PHOTOGRAPHY	Portrait session	
23-Aug-22	292.05	PETTY CASH	Petty Cash	
2-Sep-22	79.66	DAMASCUS RESTAURANT	Meeting expense	
2-Sep-22	137.12	STAPLES	Office Supplies	
2-Sep-22	143.88	STAPLES	Office Supplies	
29-Oct-22	25.44	GREATER SUDBURY CHAMBER OF COMMERCE	Tickets to Knowing who you lead with Carrie-Lynn Hotson	
2-Nov-22	137.99	P&M'S KOUZZINA	Meeting expense	
30-Nov-22	336.52	VIP CATERING SERVICES	Mayor Bigger fairwell	
2-Dec-22	61.06	GREATER SUDBURY CHAMBER OF COMMERCE	President's Series Luncheon with Jeff Bangs - Nov 10, 2022	
22-Dec-22	20.34	PETTY CASH	Mayor Bigger fairwell - guest book	
22-Dec-22	24.99	PETTY CASH	Mayor Bigger fairwell - cake	
2,932.33		YTD Totals		

Office of the Mayor***Office Expenses - Mayor Lefebvre******For the period ended, December 31, 2022***

Date	Amount	Payee	Description	Note / Reference
16-Dec-22	175.82	NOEL DE TILLY DAWN	Meeting expense	
16-Dec-22	41.61	NOEL DE TILLY DAWN	Christmas cards	
217.43			YTD Totals	

Office of the Mayor

Consultants

For the period ended, December 31, 2022

Date	Amount	Payee	Description	Note / Reference
0.00		YTD Totals		

Appendix 1E

Office of the Mayor

Public Relations - Mayor Bigger

For the period ended, December 31, 2022

Date	Amount	Payee	Description	Note / Reference
19-May-22	78.86	ROSERY FLORIST	Floral Tribute - Sympathy from the Mayor and Staff	
19-May-22	117.02	ROSERY FLORIST	Floral Tribute - Sympathy from the Mayor and Staff	
19-May-22	113.97	ROSERY FLORIST	Floral Tribute - Sympathy from the Mayor and Staff	
19-May-22	101.76	ROSERY FLORIST	Floral Tribute - Sympathy from the Mayor and Staff	
19-May-22	117.02	ROSERY FLORIST	Floral Tribute - Sympathy from the Mayor and Staff	
19-May-22	117.02	ROSERY FLORIST	Floral Tribute - Sympathy from the Mayor and Staff	
19-May-22	117.02	ROSERY FLORIST	Floral Tribute - Sympathy from the Mayor and Staff	
19-May-22	117.02	ROSERY FLORIST	Floral Tribute - Sympathy from the Mayor and Staff	
31-May-22	98.71	FRUITASTIC BOUQUETS	Floral Tribute - Sympathy from the Mayor and Staff	
31-May-22	122.11	LOUGHEED'S LIMITED	Floral Tribute - Sympathy from the Mayor and Staff	
31-May-22	101.76	LOUGHEED'S LIMITED	Floral Tribute - Sympathy from the Mayor and Staff	
15-Jun-22	253.99	PUBLICATION VOYAGEUR	Ad for Bonne St-Jean 2022	
28-Jul-22	487.43	CTV NORTHERN ONTARIO	2021 Holiday Message	
9-Aug-22	248.60	LOUGHEED'S LIMITED	Floral Tribute - Sympathy from the Mayor and Staff	
9-Aug-22	86.50	LOUGHEED'S LIMITED	Floral Tribute - Sympathy from the Mayor and Staff	
9-Aug-22	106.85	LOUGHEED'S LIMITED	Floral Tribute - Sympathy from the Mayor and Staff	
9-Aug-22	91.58	LOUGHEED'S LIMITED	Floral Tribute - Sympathy from the Mayor and Staff	
18-Aug-22	253.99	PUBLICATION VOYAGEUR	Ad for Canada Day 2022	
31-Aug-22	117.02	ROSERY FLORIST	Floral Tribute - Sympathy from the Mayor and Staff	
31-Aug-22	117.02	ROSERY FLORIST	Floral Tribute - Sympathy from the Mayor and Staff	
16-Sep-22	111.94	LOUGHEED'S LIMITED	Floral Tribute - Sympathy from the Mayor and Staff	
30-Sep-22	86.50	LOUGHEED'S LIMITED	Floral Tribute - Sympathy from the Mayor and Staff	
3,163.69		YTD Totals		

Office of the Mayor

Public Relations - Mayor Lefebvre

For the period ended, December 31, 2022

Date	Amount	Payee	Description	Note / Reference
31-Dec-22	555.23	VILLAGE MEDIA INC	2022 Christmas Message	
	555.23		YTD Totals	

Appendix 1G

Office of the Mayor

Cellular services -Mayor Bigger

For the period ended, December 31, 2022

Date	Amount	Payee	Description	Note / Reference
3-Feb-22	81.16	BELL MOBILITY	Jan Stmt - cellular bill	
18-Feb-22	141.55	BELL MOBILITY	Feb Stmt - cellular bill	
18-Mar-22	113.90	BELL MOBILITY	Mar Stmt - cellular bill	
28-Apr-22	504.42	CANADIAN WIRELESS COMMUNICATIONS	I phone Staff	
18-Apr-22	154.43	BELL MOBILITY	April Stmt - cellular bill	
26-May-22	504.42	CANADIAN WIRELESS COMMUNICATIONS	I phone Staff	
27-May-22	504.42	CANADIAN WIRELESS COMMUNICATIONS	I phone Staff	
18-May-22	237.12	BELL MOBILITY	May Stmt - cellular bill	
28-Jun-22	164.77	BELL MOBILITY	June Stmt - cellular bill	
18-Jul-22	143.23	BELL MOBILITY	July Stmt - cellular bill	
15-Sep-22	132.55	BELL MOBILITY	Aug Stmt - cellular bill	
15-Sep-22	196.42	BELL MOBILITY	Sept Stmt - cellular bill	
18-Oct-22	186.65	BELL MOBILITY	Oct Stmt - cellular bill	
18-Nov-22	237.17	BELL MOBILITY	Nov Stmt - cellular bill	
19-Dec-22	230.25	BELL MOBILITY	Dec Stmt - cellular bill	
	3,532.46		YTD Totals	

622.17	Mayor Brian Bigger
2,910.29	Staff
<u>3,532.46</u>	

Office of the Mayor

Cellular services - Mayor Lefebvre

For the period ended, December 31, 2022

Date	Amount	Payee	Description	Note / Reference
29-Nov-22	582.03	CANADIAN WIRELESS COMMUNICATIONS	Samsung phone Staff	
14-Dec-22	62.03	CANADIAN WIRELESS COMMUNICATIONS	Samsung phone case Staff	
19-Dec-22	30.71	BELL MOBILITY	Dec Stmt - cellular bill	
	674.77		YTD Totals	

0.00	Mayor Lefebvre
674.77	Staff
<u>674.77</u>	

Office of the Mayor

Travel

For the period ended, December 31, 2022

Date	Amount	Payee	Description	Attendee	Note / Reference
31-Jan-22	369.66	AIR CANADA	Flight to and from Toronto, PDAC Conference June 11-16/22, Toronto, ON	H. Kruzel	
2-May-22	407.04	CITY OF NORTH BAY	FONOM Registration, May 8-11/22, North Bay, ON	H. Kruzel	
13-May-22	146.68	HOMEWOOD SUITES	Hotel costs to FONOM Conference May 8-11/22, North Bay, ON	H. Kruzel	
31-May-22	849.70	ASSOCIATION OF MUNICIPALITIES OF ONTARIO	Registration to AMO conference Aug 14-16/22, Ottawa, ON	M.Mayor	
2-Jun-22	(185.33)	AIR CANADA	Refund flight to PDAC June 11-16/22 Toronto	H. Kruzel	
2-Jun-22	31.00	CECIL'S AND THE GRAND	FONOM Conference May 8-11/22, North Bay, On	H. Kruzel	
2-Jun-22	205.31	HOLIDAY INN	Hotel costs to FONOM Conference May 8-11/22, North Bay, ON	H. Kruzel	
2-Jun-22	176.74	HOMEWOOD SUITES	Hotel costs to FONOM Conference May 8-11/22, North Bay, ON	H. Kruzel	
2-Jun-22	219.92	PORTER AIRLINES	PDAC Conference June 11-16/22, Toronto, ON	H. Kruzel	
2-Jun-22	31.81	THE CEDAR TREE LEBANES	FONOM Conference May 8-11/22, North Bay, ON	H. Kruzel	
4-Jul-22	1,005.49	HYATT REGENCY TORONTO HOTEL	PDAC Conference June 12 -16, Toronto, ON	H. Kruzel	
8-Jul-22	737.21	HUGH KRUZEL	PDAC Conference June 12 -16, Toronto, ON	H. Kruzel	
2-Aug-22	483.80	PORTER AIRLINES	Meeting with Ministers August 2-4, Toronto, ON	H. Kruzel / M.Mayor	
2-Sep-22	8.63	BLUELINE TAXI OTTAWA	Meeting with MP's August 10-11, Ottawa, ON	M.Mayor	
2-Sep-22	252.93	INTERCONNENTIAL TORONTO	Meeting with Ministers August 2-4, Toronto, ON	M.Mayor	
2-Sep-22	114.60	PORTER AIRLINES	Cancellation fee for flights	H. Kruzel / M.Mayor	
2-Sep-22	33.32	PARKING METRO TORONTO	Meeting with Ministers August 2-4, Toronto, ON	M.Mayor	
2-Sep-22	536.93	SHERATON OTTAWA	AMO Ottawa Conference Aug 14-16, 2022	M.Mayor	
2-Sep-22	11.12	UP EXPRESS PERSON	Meeting with Ministers August 2-4, Toronto, ON	H. Kruzel	
13-Sep-22	2,044.73	HUGH KRUZEL	Meeting with MP's August 10-11, Ottawa, ON	H. Kruzel / M.Mayor	
13-Sep-22	130.66	MAYOR BIGGER	Meeting with MP's August 10-11, Ottawa, ON	M.Mayor	
13-Sep-22	1,693.73	HUGH KRUZEL	Meeting with Ministers August 2-4, Toronto, ON	H. Kruzel / M.Mayor	
9,305.68		YTD Totals			

3,076.89 Mayor Brian Bigger

6,228.79 Staff

9,305.68

Office of the Mayor

Internal Recoveries - Parking and Other

For the period ended, December 31, 2022

Date	Amount	Payee	Description	Note / Reference
30-Jan-22	138.05	CGS - PARKING	TDS Jan parking space	
31-Jan-22	9.29	CGS - PARKING	Parking office Jan	
28-Feb-22	138.05	CGS - PARKING	TDS Feb parking space	
31-Mar-22	58.41	CGS - PARKING	Parking office Mar	
31-Mar-22	138.05	CGS - PARKING	TDS Mar parking space	
29-Apr-22	29.20	CGS - PARKING	Parking office April	
29-Apr-22	138.05	CGS - PARKING	TDS April parking space	
31-May-22	50.44	CGS - PARKING	Parking office May	
31-May-22	138.05	CGS - PARKING	TDS May parking space	
31-Aug-22	27.88	CGS - PARKING	Parking office Aug	
31-Aug-22	138.05	CGS - PARKING	TDS Aug parking space	
30-Sep-22	138.05	CGS - PARKING	TDS Sept parking space	
31-Oct-22	73.67	CGS - PARKING	Parking office Oct	
31-Oct-22	138.05	CGS - PARKING	TDS Sept parking space	
30-Nov-22	51.77	CGS - PARKING	Parking office Nov	
30-Dec-22	37.17	CGS - PARKING	Parking office Dec	
1,442.23		YTD Totals		

Ward 1: Mark Signoretti

Councillor's Office Expenses

For the period ended, December 31, 2022

Category	Date	Amount	Payee	Description	Note / Reference
Books & Subscriptions					
		0.00			
Business Hospitality	25-Jul-22	685.73	SIGNORETTI MARK	Lunch appreciation for St. Clair Depot staff	
	31-Dec-22	207.54	SIGNORETTI MARK	Appreciation lunch GSU & Robinson Playground revitalization event.	
		893.27			
Communications					
		0.00			
Event Tickets	31-Dec-22	300.00	SIGNORETTI MARK	Societa Caruso Anniversary Banquet	
		300.00			
Gifts	31-Dec-22	450.00	SIGNORETTI MARK	Tim Horton gift cards for St. Clair staff	
		450.00			
Memberships					
		0.00			
Media Notices					
		0.00			
Meeting Setup					
		0.00			
Office supplies	30-May-22	609.02	STAPLES	Office Supplies	
		609.02			
Postage & Courier					
		0.00			
Travel/Prof. Devel.	2-Jun-22	539.42	PROSPECTORS AND DEVELOPERS ASSOCIATION OF CANADA	Registration to PDAC Conference June 12-15, Toronto, ON	
	25-Jul-22	2,206.31	PROSPECTORS AND DEVELOPERS ASSOCIATION OF CANADA	Travel to PDAC Conference June 12-15, Toronto, ON	
	31-Dec-22	839.52	ONTARIO GOOD ROAD ASSOCIATION	2023 OGRA Conference	
		3,585.25			
		5,837.54		YTD Totals	

Ward 2: Michael Vagnini***Councillor's Office Expenses******For the period ended, December 31, 2022***

Category	Date	Amount	Payee	Description	Note / Reference
Books & Subscriptions		0.00			
Business Hospitality	21-Oct-22	3,341.19	VAGNINI MICHAEL	Business hospitality and meeting expenses Jan-July	
	31-Dec-22	462.46	VAGNINI MICHAEL	Business hospitality and meeting expenses Aug -Dec	
		3,803.65			
Communications		0.00			
Event Tickets		0.00			
Gifts	31-Dec-22	86.50	LOUGHEED'S LIMITED	Floral Tribute	
		86.50			
Memberships		0.00			
Media Notices		0.00			
Meeting Setup		0.00			
Office supplies		0.00			
Postage & Courier		0.00			
Travel/Prof. Devel.		0.00			
		3,890.15		YTD Totals	

Ward 3: Gerry Montpellier

Councillor's Office Expenses

For the period ended, December 31, 2022

Category	Date	Amount	Payee	Description	Note / Reference
Books & Subscriptions					
		0.00			
Business Hospitality	31-Jul-22	75.77	MONTPELLIER GERRY	Business hospitality and meeting expenses	
	31-Jul-22	355.23	MONTPELLIER GERRY	Business hospitality and meeting expenses	
	31-Jul-22	74.79	MONTPELLIER GERRY	Business hospitality and meeting expenses	
	31-Jul-22	209.44	MONTPELLIER GERRY	Business hospitality and meeting expenses	
	31-Jul-22	124.98	MONTPELLIER GERRY	Business hospitality and meeting expenses	
	15-Aug-22	198.02	MONTPELLIER GERRY	Business hospitality and meeting expenses	
	14-Oct-22	49.19	MONTPELLIER GERRY	Business hospitality and meeting expenses	
	14-Oct-22	332.02	MONTPELLIER GERRY	Business hospitality and meeting expenses	
	31-Dec-22	43.72	MONTPELLIER GERRY	Business hospitality and meeting expenses	
	31-Dec-22	170.24	MONTPELLIER GERRY	Business hospitality and meeting expenses	
	31-Dec-22	74.52	MONTPELLIER GERRY	Business hospitality and meeting expenses	
		1,707.92			
Communications					
		0.00			
Event Tickets	12-Apr-22	70.00	ONAPING FALLS LIONS CLUB	Event Tickets	
	2-Nov-22	108.06	LEPOINTDEVENTECOM INC	Event Tickets - The Unforgettables Concert	
	2-Dec-22	180.11	LEPOINTDEVENTECOM INC	Event Tickets - Café Heritage Reveillon	
	2-Dec-22	135.08	SOCIETA CARUSO	Event Tickets - Caruso Club Anniversary Bankquet	
	2-Dec-22	135.08	SOCIETA CARUSO	Event Tickets - Caruso Club Anniversary Bankquet	
		628.33			
Gifts					
		0.00			
Memberships					
		0.00			
Media Notices	16-Mar-22	195.00	ONAPING FALLS NEWS	Ad in the Onaping Falls News Jan-Mar editions	
	21-Oct-22	65.00	ROYAL CANADIAN LEGION	Remembrance Day wreath	
	27-Nov-22	575.00	NORTHBOUND SNO DRIFTERS SNOWMOBILE	Ad main trail D Azilda 3 year placement	
	16-Dec-22	165.00	ONAPING FALLS NEWS	Ad in the Onaping Falls News Nov-Dec editions	
		1,000.00			

Ward 3: Gerry Montpellier

Councillor's Office Expenses

For the period ended, December 31, 2022

Category	Date	Amount	Payee	Description	Note / Reference
Meeting Setup					
		0.00			
Office supplies	1-May-22	1,321.04	CNIB SMARTLIFE	Digital Magnifier	
		1,321.04			
Postage & Courier					
		0.00			
Travel/Prof. Devel.					
		0.00			
		4,657.29		YTD Totals	

Ward 4: Geoff McCausland

Councillor's Office Expenses

For the period ended, December 31, 2022

Category	Date	Amount	Payee	Description	Note / Reference
Books & Subscriptions	31-Oct-22	235.35	MCCAUSLAND GEOFF	Toronto Star and Supercast online subscription	
	23-Nov-22	34.99	MCCAUSLAND GEOFF	Reference Book	
		270.34			
Business Hospitality		0.00			
Communications	20-Apr-22	175.23	LAURENTIAN UNIVERSITY	Azilda Spring 2022 Newsletter	
	30-Apr-22	335.17	CANADA POST CORPORATION	Mail out of Newsletters	
		510.40			
Event Tickets	25-Apr-22	254.40	SUDBURY DOWNTOWN INDEPENDENT CINEMA	March 31 to April 3, 2022 Festival	
		254.40			
Gifts		0.00			
Memberships		0.00			
Media Notices		0.00			
Meeting Setup		0.00			
Office supplies		0.00			
Postage & Courier		0.00			
Travel/Prof. Devel.		0.00			
		1,035.14		YTD Totals	

Ward 4: Pauline Fortin

Councillor's Office Expenses

For the period ended, December 31, 2022

Category	Date	Amount	Payee	Description	Note / Reference
Books & Subscriptions					
		0.00			
Business Hospitality	22-Dec-22	60.00	FORTIN PAULIINE	Business hospitality and meeting expenses	
		60.00			
Communications	16-Dec-22	34.50	JOURNAL PRINTING	Business cards	
		34.50			
Event Tickets					
		0.00			
Gifts					
		0.00			
Memberships					
		0.00			
Media Notices	31-Dec-22	575.00	NORTHBOUND SNO DRIFTERS SNOWMOBILE CLUB	Ad main trail D Azilda 3 year placement	
		575.00			
Meeting Setup					
		0.00			
Office supplies	22-Dec-22	438.72	FORTIN PAULIINE	Office Supplies	
	31-Dec-22	61.04	FORTIN PAULIINE	Office Supplies	
	31-Dec-22	577.17	STAPLES	Office Supplies	
		1,076.93			
Postage & Courier					
		0.00			
Travel/Prof. Devel.	31-Dec-22	559.68	ASSOCIATION OF MUNICIPALITIES OF ONTARIO	Registration to Foundations in Planning April 18, 2023: Land Use Planning April 20, 2023, virtual workshop	
		559.68			
		2,306.11		YTD Totals	

Ward 5: Robert Kirwan
Councillor's Office Expenses
For the period ended, December 31, 2022

Category	Date	Amount	Payee	Description	Note / Reference
Books & Subscriptions	2-Feb-22	15.25	TORONTO STAR SUBSCRIPTION	Toronto Star monthly fee Feb	
	2-Feb-22	15.25	TORONTO STAR SUBSCRIPTION	Toronto Star monthly fee Mar	
	4-Apr-22	15.25	TORONTO STAR SUBSCRIPTION	Toronto Star monthly fee April	
	2-May-22	15.25	TORONTO STAR SUBSCRIPTION	Toronto Star monthly fee May	
	2-Jun-22	15.25	TORONTO STAR SUBSCRIPTION	Toronto Star monthly fee June	
	4-Jul-22	15.25	TORONTO STAR SUBSCRIPTION	Toronto Star monthly fee July	
		91.50			
Business Hospitality	13-May-22	29.24	KIRWAN ROBERT	Hospitality meeting expense	
		29.24			
Communications	30-Jan-22	503.86	CANADA POST CORPORATION	Mail out of Newsletter	
	20-Jan-22	2,228.04	PRINT HUB CENTRE D'IMPRESSION	Printing of Jan Newsletter	
	7-Feb-22	318.54	CANADA POST CORPORATION	Mail out of Newsletter	
	14-Mar-22	823.47	CANADA POST CORPORATION	Mail out of Newsletter	
	12-May-22	1,800.14	LAURENTIAN UNIVERSITY	Printing of Feb Newsletter	
		5,674.05			
Event Tickets		0.00			
Gifts		0.00			
Memberships		0.00			
Media Notices		0.00			
Meeting Setup	30-May-22	96.08	KIRWAN ROBERT	Zoom account annual fee	
		96.08			
Office supplies	13-May-22	255.64	KIRWAN ROBERT	Office Supplies	
		255.64			
Postage & Courier		0.00			
Travel/Prof. Devel.	27-Jun-22	1,605.61	KIRWAN ROBERT	Meetings with Manager and Coalition Director as well as site visits to Ottawa Community Health and Resource Centers June 16 - 18	
		1,605.61			
		7,752.12		YTD Totals	

Ward 5: Mike Parent

Councillor's Office Expenses

For the period ended, December 31, 2022

Category	Date	Amount	Payee	Description	Note / Reference
Books & Subscriptions					
		0.00			
Business Hospitality	31-Dec-22	64.58	PARENT MIKE	Lunch appreciation for Suez maintenance staff	
	31-Dec-22	61.54	PARENT MIKE	Lunch appreciation for Suez maintenance staff	
	31-Dec-22	88.14	PARENT MIKE	Tim Horton's for Valley East CAN Volunteers	
		214.26			
Communications	16-Dec-22	34.50	JOURNAL PRINTING	Business cards	
	16-Dec-22	564.77	COPY COPY	Christmas cards	
	14-Dec-22	425.57	CANADA POST	Mail out Christmas cards	
		1,024.84			
Event Tickets					
		0.00			
Gifts					
		0.00			
Memberships					
		0.00			
Media Notices					
		0.00			
Meeting Setup					
		0.00			
Office supplies					
		0.00			
Postage & Courier					
		0.00			
Travel/Prof. Devel.					
		0.00			
		1,239.10		YTD Totals	

Ward 6: René Lapierre
Councillor's Office Expenses
For the period ended, December 31, 2022

Category	Date	Amount	Payee	Description	Note / Reference
Books & Subscriptions	9-Dec-22	60.97	RENE LAPIERRE	Toronto Star Mar-Nov 2022	
		60.97			
Business Hospitality	15-Feb-22	51.99	RENE LAPIERRE	Business hospitality and meeting expense	
	24-Mar-22	63.67	RENE LAPIERRE	Business hospitality and meeting expense	
	13-May-22	84.96	RENE LAPIERRE	Business hospitality and meeting expense	
	27-Jun-22	44.81	RENE LAPIERRE	Business hospitality and meeting expense	
	21-Sep-22	34.50	RENE LAPIERRE	Business hospitality and meeting expense	
	27-Oct-22	30.01	RENE LAPIERRE	Business hospitality and meeting expense	
	4-Nov-22	43.07	RENE LAPIERRE	Business hospitality and meeting expense	
	23-Nov-22	119.17	RENE LAPIERRE	Business hospitality and meeting expense	
	9-Dec-22	189.30	RENE LAPIERRE	Business hospitality and meeting expense	
		661.48			
Communications	23-Nov-22	120.93	RENE LAPIERRE	Holiday Cards	
		120.93			
Event Tickets					
		0.00			
Gifts	19-Apr-22	226.06	RENE LAPIERRE	Gifts to GSPS 911 and 911 Ambulance Dispatch	
	19-Apr-22	36.89	RENE LAPIERRE	Earth day celebration with students	
	23-Nov-22	181.76	RENE LAPIERRE	Canadian Tire gift cards for Valley Santa Volunteers	
		444.71			
Memberships					
		0.00			
Media Notices	14-Dec-22	347.61	PUBLICATION VOYAGEUR	Ad for Voeux des Fêtes	
		347.61			
Meeting Setup					
		0.00			
Office supplies	15-Feb-22	51.87	RENE LAPIERRE	Office Supplies	
	4-Apr-22	1,235.82	STAPLES	Office Supplies	
	23-Nov-22	37.63	RENE LAPIERRE	Office Supplies	
	23-Nov-22	79.65	RENE LAPIERRE	Office Supplies	
	9-Dec-22	44.67	RENE LAPIERRE	Google One storage	
	31-Dec-22	48.29	RENE LAPIERRE	Office Supplies	
		1,497.93			
Postage & Courier					
		0.00			

Ward 6: René Lapierre

Councillor's Office Expenses

For the period ended, December 31, 2022

Category	Date	Amount	Payee	Description	Note / Reference
Travel/Prof. Devel.	4-Jul-22	849.70	AMO TORONTO	Registration to AMO Conference Aug 14-16, 2022	
	16-Sep-22	550.14	RENE LAPIERRE	Travel to AMO Conference Aug 14-16, 2022	
	31-Dec-22	559.68	AMO TORONTO	Registration to Foundations in Planning May 1, 2023: Land Use Planning May 3, 2023, virtual workshop	
		1,959.52			
		5,093.15	YTD Totals		

Ward 7: Mike Jakubo

Councillor's Office Expenses

For the period ended, December 31, 2022

Category	Date	Amount	Payee	Description	Note / Reference
Books & Subscriptions					
		0.00			
Business Hospitality					
		0.00			
Communications					
		0.00			
Event Tickets					
		0.00			
Gifts					
		0.00			
Memberships					
		0.00			
Media Notices	20-Mar-22	99.22	THE CAPREOL EXPRESS	Ad in the Jan 1 and 15th editions	
	24-Mar-22	198.43	THE CAPREOL EXPRESS	Ad in the Feb 1, Feb 15, Mar 1, and Mar 15 editions	
	19-May-22	99.22	THE EXPRESS	Ad in the April 1 and 15th editions	
		396.87			
Meeting Setup					
		0.00			
Office supplies	2-Aug-22	136.34	STAPLES	Office Supplies	
		136.34			
Postage & Courier					
		0.00			
Travel/Prof. Devel.					
		0.00			
		533.21		YTD Totals	

Ward 7: Natalie Labbée

Councillor's Office Expenses

For the period ended, December 31, 2022

Category	Date	Amount	Payee	Description	Note / Reference
Books & Subscriptions					
		0.00			
Business Hospitality					
		0.00			
Communications	16-Dec-22	34.50	JOURNAL PRINTING	Business cards	
		34.50			
Event Tickets					
		0.00			
Gifts	31-Dec-22	190.00	LABBEE NATALIE	Tim Horton gift cards for Suez maintenance staff	
		190.00			
Memberships					
		0.00			
Media Notices					
		0.00			
Meeting Setup					
		0.00			
Office supplies					
		0.00			
Postage & Courier					
		0.00			
Travel/Prof. Devel.					
		0.00			
		224.50		YTD Totals	

Ward 8: Al Sizer

Councillor's Office Expenses

For the period ended, December 31, 2022

Category	Date	Amount	Payee	Description	Note / Reference
Books & Subscriptions					
		0.00			
Business Hospitality	23-Mar-22	45.41	AL SIZER	Business hospitality and meeting expense	
	19-Apr-22	42.98	AL SIZER	Business hospitality and meeting expense	
	25-Jul-22	125.43	AL SIZER	Business hospitality and meeting expense	
	22-Dec-22	25.52	AL SIZER	Business hospitality and meeting expense	
	31-Dec-22	71.97	TOPPERS	Business hospitality and meeting expense	
	31-Dec-22	238.10	AL SIZER	Business hospitality and meeting expense	
		549.41			
Communications					
		0.00			
Event Tickets	4-Nov-22	79.55	AL SIZER	Joe Bowen Recognition Event	
	2-Nov-22	91.58	GREATER SUDBURY CHAMBER	Annual general meeting ticket	
	10-Nov-22	100.00	SUDBURY MULTICULTURAL AND FOLK ART	Gala fundraising dinner	
		271.13			
Gifts					
		0.00			
Memberships	27-Oct-22	35.88	AL SIZER	Art Gallery of Sudbury membership	
		35.88			
Media Notices					
		0.00			
Meeting Setup					
		0.00			
Office supplies	2-May-22	880.21	STAPLES	Office Supplies	
		880.21			
Postage & Courier					
		0.00			
Travel/Prof. Devel.	2-Mar-22	862.35	FEDERATION OF CANADIAN MUNICIPALITIES	Registration to FCM Annual virtual Conference June 2-5	
	4-Apr-22	1,003.18	AIR CANADA	Flight for FCM Conference	
	14-Jun-22	1,071.85	AL SIZER	FCM Conference June 2-8, Regina, SK	
	4-Jul-22	143.12	FOUR POINTS HOTEL - REGINA	FCM hotel reservation deposit	
		3,080.50			
		4,817.13		YTD Totals	

Ward 9: Deb McIntosh

Councillor's Office Expenses

For the period ended, December 31, 2022

Category	Date	Amount	Payee	Description	Note / Reference
Books & Subscriptions	14-Jun-22	31.39	DEB MCINTOSH	Book - Innovation in Real Places	
		31.39			
Business Hospitality		0.00			
Communications	27-Apr-22	710.29	LAURENTIAN UNIVERSITY	Printing of Newsletter	
	27-May-22	951.38	CANADA POST CORPORATION	Mail out of Newsletter	
		1,661.67			
Event Tickets		0.00			
Gifts		0.00			
Memberships		0.00			
Media Notices		0.00			
Meeting Setup	30-Sep-22	101.76	ROYAL CANADIAN LEGION BRANCH 564	Hall Booking	
		101.76			
Office supplies	2-Mar-22	227.28	STAPLES	Office Supplies	
		227.28			
Postage & Courier		0.00			
Travel/Prof. Devel.		0.00			
		0.00			
		2,022.10		YTD Totals	

Ward 10: Fern Cormier***Councillor's Office Expenses******For the period ended, December 31, 2022***

Category	Date	Amount	Payee	Description	Note / Reference
Books & Subscriptions		0.00			
Business Hospitality		0.00			
Communications		0.00			
Event Tickets	25-Apr-22	254.40	SUDBURY DOWNTOWN INDEPENDENT CINEMA	March 31 to April 3, 2022 Festival	
		254.40			
Gifts		0.00			
Memberships		0.00			
Media Notices	28-Feb-22	347.61	PUBLICATION VOYAGEUR	Ad Francophonie week	
	10-Nov-22	253.99	PUBLICATION VOYAGEUR	Day of Remembrance Ad	
	23-Nov-22	101.76	PUBLICATION VOYAGEUR	Volunteer Day Ad	
	16-Dec-22	253.99	PUBLICATION VOYAGEUR	Christmas wishes	
		957.35			
Meeting Setup		0.00			
Office supplies		0.00			
Postage & Courier		0.00			
Travel/Prof. Devel.		0.00			
		1,211.75		YTD Totals	

Ward 11: Bill Leduc

Councillor's Office Expenses

For the period ended, December 31, 2022

Category	Date	Amount	Payee	Description	Note / Reference
Books & Subscriptions					
		0.00			
Business Hospitality	31-May-22	624.40	HILTON GARDEN INN	Food for public meeting to discuss traffic issues	
	29-Apr-22	29.24	BILL LEDUC	Business hospitality and meeting expense	
	29-Apr-22	1,228.50	BILL LEDUC	Easter Charity Gala and Meals	
	25-Jul-22	226.84	BILL LEDUC	Business hospitality and meeting expense	
	31-Jul-22	83.33	BILL LEDUC	Business hospitality and meeting expense	
	31-Jul-22	512.66	BILL LEDUC	Tickets to Charity Golf Tournament	
	23-Nov-22	52.49	BILL LEDUC	Business hospitality and meeting expense	
	31-Dec-22	25.00	BILL LEDUC	Business hospitality and meeting expense	
	31-Dec-22	42.74	BILL LEDUC	Business hospitality and meeting expense	
		2,825.20			
Communications	30-Nov-22	364.81	JOURNAL PRINTING	Magnetic business cards	
		364.81			
Event Tickets	2-May-22	192.90	EVENT BRIGHT	Absolute Charity Gala for Ukraine	
	4-Nov-22	181.47	SUDBURY MULTICULTURAL AND FOLK ART	Gala fundrasing dinner	
	23-Nov-22	272.21	BILL LEDUC	Caruso Club 75th Gala	
	9-Dec-22	39.93	BILL LEDUC	Legion Holiday dinner	
	31-Dec-22	450.27	SCIENCE NORTH	Bluecoat Ball Tickets	
		1,136.78			
Gifts	20-Jun-22	221.34	BILL LEDUC	Gifts for Volunteers of SOS outreach group	
	29-Oct-22	89.04	ROSERY FLORIST LIMITED	Bouquet for National Day of Mourning	
		310.38			
Memberships	4-Nov-22	70.00	ROYAL CANADIAN LEGION	Membership dues	
	20-Dec-22	90.00	MINNOW LAKE LIONS CLUB	Membership dues	
		160.00			
Media Notices					
		0.00			
Meeting Setup					
		0.00			

Ward 11: Bill Leduc

Councillor's Office Expenses

For the period ended, December 31, 2022

Category	Date	Amount	Payee	Description	Note / Reference
Office supplies	29-Apr-22	290.42	BILL LEDUC	Office Supplies	
	20-Jun-22	10.40	BILL LEDUC	Office Supplies	
	31-Jul-22	415.25	BILL LEDUC	Office Supplies	
	14-Oct-22	188.65	BILL LEDUC	Office Supplies	
	31-Dec-22	247.00	STAPLES	Office Supplies	
	31-Dec-22	66.09	STAPLES	Office Supplies	
	31-Dec-22	100.74	APPLE.COM	Office Supplies	
		1,318.55			
Postage & Courier					
		0.00			
Travel/Prof. Devel.	4-Apr-22	407.04	EVENT BRIGHT	Trauma Event Systems Training 2022	
	31-Dec-22	559.68	AMO TORONTO	Registration to Foundations in Planning: Land Use Planning, virtual workshop	
		966.72			
		7,082.44	YTD Totals		

Ward 12: Joscelyne Landry-Altmann
Councillor's Office Expenses
For the period ended, December 31, 2022

Category	Date	Amount	Payee	Description	Note / Reference
Books & Publications		0.00			
Business Hospitality	23-Nov-22	58.42	JOSCELYNE LANDRY-ALTMANN	Business hospitality and meeting expenses	
		58.42			
Communications	15-Feb-22	24.42	ORION PRINTING	Printing of Ward 12 flyers	
	27-Apr-22	1,200.77	ORION PRINTING	Printing of Ward 12 flyers	
	27-May-22	1,284.63	CANADA POST CORPORATION	Mail out of Newsletters	
	30-Sep-22	313.52	NORMAND RENAUD	Translation of Newsletter	
		2,823.34			
Event Tickets	2-Feb-22	106.93	YWCA WOMEN OF DISTINCTION GALA	2021 Women of Distinction Virtual Awards Gala Jan 21	
	25-Apr-22	254.40	SUDBURY DOWNTOWN INDEPENDENT CINEMA	March 31 to April 3, 2022 Festival	
	2-Dec-22	117.07	NORTHERN CANCER FOUNDATION	2022 Luncheon of Hope	
	31-Dec-22	90.06	EVENTBRIGHT	Taste of Sudbury event tickets	
		568.46			
Gifts		0.00			
Memberships		0.00			
Media Notices	9-Mar-22	175.64	PUBLICATION VOYAGEUR	Ad for La Voyageuse - journee internationale de la femme	
	10-Nov-22	175.64	PUBLICATION VOYAGEUR	Day of Remembrance Ad	
	16-Dec-22	253.99	PUBLICATION VOYAGEUR	Ad for Voeux des Fêtes	
		605.27			
Meeting Setup		0.00			
Office supplies	2-Feb-22	22.60	ZOOM	Zoom charges for the month Jan	
	2-Mar-22	22.60	ZOOM	Zoom charges for the month Feb	
	4-Apr-22	22.60	ZOOM	Zoom charges for the month March	
	2-May-22	22.60	ZOOM	Zoom charges for the month April	
	2-Jun-22	22.60	ZOOM	Zoom charges for the month May	
	4-Jul-22	22.60	ZOOM	Zoom charges for the month June	
	2-Aug-22	22.60	ZOOM	Zoom charges for the month July	
	2-Sep-22	22.60	ZOOM	Zoom charges for the month Aug	
	29-Oct-22	22.60	ZOOM	Zoom charges for the month Sep	
	2-Nov-22	22.60	ZOOM	Zoom charges for the month Oct	
	23-Nov-22	219.39	JOSCELYNE LANDRY-ALTMANN	Office supplies	
	2-Dec-22	22.60	ZOOM	Zoom charges for the month Nov	
	31-Dec-22	22.60	ZOOM	Zoom charges for the month Dec	
		490.59			

Ward 12: Joscelyne Landry-Altmann

Councillor's Office Expenses

For the period ended, December 31, 2022

Category	Date	Amount	Payee	Description	Note / Reference
Postage & Courier					
		0.00			
Travel/Prof. Devel.					
		0.00			
		4,546.08		YTD Totals	

Council Expenses

Office Expenses

For the period ended, December 31, 2022

Date	Amount	Payee	Description	Note / Reference
4-Apr-22	169.32	STAPLES	Office supplies	
18-Jul-22	552.56	DELL CANADA INC	Monitor and Docking station for staff	
30-Nov-22	60.95	VIP CATERING SERVICES	Refreshments for meeting	
2-Dec-22	81.40	CDN STORE #00278	Office supplies	
864.23			YTD Totals	

Council Expenses

Cellular Services

For the period ended, December 31, 2022

Date	Amount	Payee	Description	Note / Reference
3-Feb-22	697.73	BELL MOBILITY	Jan Stmt - cellular bill	
18-Feb-22	336.19	BELL MOBILITY	Feb Stmt - cellular bill	
18-Feb-22	578.99	BELL MOBILITY	Mar Stmt - cellular bill	
18-Apr-22	477.96	BELL MOBILITY	April Stmt - cellular bill	
15-May-22	410.01	BELL MOBILITY	May Stmt - cellular bill	
28-Jun-22	354.31	BELL MOBILITY	June Stmt - cellular bill	
18-Jul-22	351.32	BELL MOBILITY	July Stmt - cellular bill	
15-Sep-22	557.24	BELL MOBILITY	Aug Stmt - cellular bill	
15-Sep-22	544.26	BELL MOBILITY	Sept Stmt - cellular bill	
18-Oct-22	389.19	BELL MOBILITY	Oct Stmt - cellular bill	
18-Nov-22	555.35	CANADIAN WIRELESS COMMUNICATIONS	I phone - M.Vagnini	
30-Nov-22	525.26	BELL MOBILITY	Nov Stmt - cellular bill	
30-Nov-22	575.96	CANADIAN WIRELESS COMMUNICATIONS	Samsung phone - P.Fortin	
30-Nov-22	582.03	CANADIAN WIRELESS COMMUNICATIONS	Samsung phone - N.Labbée	
19-Dec-22	529.19	BELL MOBILITY	Dec Stmt - cellular bill	
31-Dec-22	94.56	BELL MOBILITY	Dec Stmt - cellular bill	
31-Dec-22	527.33	CANADIAN WIRELESS COMMUNICATIONS	I phone - M.Parent	
31-Dec-22	500.34	CANADIAN WIRELESS COMMUNICATIONS	I phone - B.Leduc	
31-Dec-22	500.34	CANADIAN WIRELESS COMMUNICATIONS	I phone - F.Comier	
31-Dec-22	500.34	CANADIAN WIRELESS COMMUNICATIONS	I phone - A.Sizer	
31-Dec-22	500.34	CANADIAN WIRELESS COMMUNICATIONS	I phone - D.McIntosh	
10,088.24		YTD Totals		

9,913.01 Councillors

175.23 Staff

10,088.24

Council Memberships and Travel

Association Dues

For the period ended, December 31, 2022

Date	Amount	Payee	Description	Note / Reference
2-Jan-22	35,826.96	FEDERATION OF CANADIAN MUNICIPALITIES	Membership fees Jan 1/22 to Dec 31/22	
11-Jan-22	10,000.00	ONTARIO'S BIG CITY MAYORS	Membership fees Jan 1/22 to Dec 31/22	
11-Jan-22	18,750.30	ASSOCIATION OF MUNICIPALITIES OF ONTARIO	Membership fees Jan 1/22 to Dec 31/22	
11-Jan-22	3,169.87	ONTARIO GOOD ROADS ASSOCIATION	Membership fees Jan 1/22 to Dec 31/22	
16-Mar-22	9,564.22	ASSOCIATION FRANCAISE DES MUNICIPALITES	Membership fees Jan 1/22 to Dec 31/22	
31-Mar-22	3,150.00	FEDERATION OF NORTHERN ONTARIO MUNICIPALITIES	Membership fees Jan 1/22 to Dec 31/22	
80,461.35			YTD Totals	

Council Memberships and Travel

Council Travel

For the period ended, December 31, 2022

Date	Amount	Payee	Description	Attendee	Note / Reference
2-May-22	407.04	CITY OF NORTH BAY	FOMON Registration	A. SIZER	
19-May-22	245.24	SIZER ALLAN	FONOM Conference, May 8-11, North Bay	A. SIZER	
30-Jun-22	260.60	MCINTOSH DEB	AMO Board meeting, June 23-24, Parry Sound	D. MCINTOSH	
31-Dec-22	625.83	ROMA	ROMA Conference Registration	M. PARENT	
31-Dec-22	625.83	ROMA	ROMA Conference Registration	R. LAPIERRE	
2,164.54		YTD Totals			

Development Charges – July 2023 to June 2024

Presented To:	Finance and Administration Committee
Meeting Date:	March 28, 2023
Type:	Correspondence for Information Only
Prepared by:	Apryl Lukezic Financial Support & Budgeting
Recommended by:	General Manager of Corporate Services

Report Summary

This report provides information regarding routine indexation changes to Development Charges (DC) that will be effective July 1, 2023 in accordance with By-Law 2019-100.

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 & Emissions Plan.

Financial Implications

This report has no financial implications as rates are prepared in accordance with the existing Development Charges By-Law 2019-100.

Background

The following chart reflects the current DC rates effective until June 30, 2023:

Servicing	Single Family Dwellings (per unit)	Semi Detached Dwellings (per unit)	Multiples, Apartments and Small Residential (per unit)	Industrial (per sq ft)	Commercial / Institutional (per sq ft)
All Services	\$22,162	\$17,806	\$12,791	\$3.70	\$5.56
Excluding Water	\$20,908	\$16,799	\$12,066	\$3.43	\$5.29
Excluding Wastewater	\$16,300	\$13,097	\$9,408	\$2.46	\$4.31
Excluding Water and Wastewater	\$15,046	\$12,089	\$8,683	\$2.19	\$4.05

Development Charges are to be indexed per the Statistics Canada Quarterly Construction Price Statistics (Non-Residential Building Construction Index) in accordance with the Development Charges Act and By-Law 2019-100. The Development Charges are adjusted by NRBCPI so that funding reflects the impact to capital expenditures faced by the City on an annual basis.

Since no statistics are released for Sudbury, the inflationary change for Ottawa is used and in accordance with By-Law 2019-100. The increase for the period of December 2021 to December 2022 which was released in February 2023 is 9.9%.

Development charges are used to fund the growth-related portions of capital upgrades to city infrastructure like buildings, roads, intersections and water wastewater pipes. Development charges are not the only source of funding for infrastructure capital projects. Additional development charges decrease reliance on other capital funding sources for infrastructure projects such as the City tax levy, water & wastewater user fees, and/or reserves.

The chart below reflects the rates in effect starting July 1, 2023 until June 30, 2024. Appendix A contains the detailed development charge rate schedules.

Servicing	Single Family Dwellings (per unit)	Semi Detached Dwellings (per unit)	Multiples and Apartments (per unit)	Industrial (per sq ft)	Commercial / Institutional (per sq ft)
All Services	\$24,356	\$19,569	\$14,057	\$4.07	\$6.11
Excluding Water	\$22,978	\$18,462	\$13,261	\$3.77	\$5.81
Excluding Wastewater	\$17,913	\$14,393	\$10,339	\$2.70	\$4.74
Excluding Water and Wastewater	\$16,535	\$13,286	\$9,543	\$2.40	\$4.45

2024 Development Charges Background Study and By-Law

The existing Development Charges By-Law expires on June 30, 2024. Staff has commenced the process for the 2024 Development Charges Background Study and Development Charges By-law. Recommendations will be presented to Council for their approval of a new Development Charges By-law to be in place to continue to collect Development Charges after June 30, 2024.

Schedule A-1

To By-law 2019-100

Residential - Single Family Dwelling	
	2023
	<i>as of July 1</i>
<i>Charge per unit</i>	\$ 24,356
General Government	285
Library Services	629
Fire Services	63
Police Services	443
Public Safety	147
Parks and Recreation	2,289
Ambulance Services	147
Emergency Preparedness	486
Transit Services	751
Total General Services	\$ 5,238
Roads and Related	10,135
Water Services	1,378
Wastewater Services	6,443
Drains and Stormwater	1,162
Total Engineered Services	\$ 19,118
Total Development Charge all services	\$ 24,356
<i>Excluding Water Service</i>	\$ 22,978
<i>Excluding Waste Water Service</i>	\$ 17,913
<i>Excluding Water and Waste Water Services</i>	\$ 16,535

Schedule A-2

To By-law 2019-100

Residential - Semi Detached Dwelling		
	2023	
	<i>as of July 1</i>	
<i>Charge per unit</i>	\$	19,569
General Government		230
Library Services		506
Fire Services		51
Police Services		358
Public Safety		118
Parks and Recreation		1,839
Ambulance Services		118
Emergency Preparedness		390
Transit Services		604
Total General Services	\$	4,213
Roads and Related		8,140
Water Services		1,107
Wastewater Services		5,176
Drains and Stormwater		934
Total Engineered Services	\$	15,356
Total Development Charge all services	\$	19,569
<i>Excluding Water Service</i>	\$	18,462
<i>Excluding Waste Water Service</i>	\$	14,393
<i>Excluding Water and Waste Water Services</i>	\$	13,286

Schedule A-3

To By-law 2019-100

Residential - Multiples, Apartments and Small Residential		2023	
		<i>as of July 1</i>	
<i>Charge per unit</i>		\$	14,057
General Government			165
Library Services			363
Fire Services			36
Police Services			256
Public Safety			85
Parks and Recreation			1,322
Ambulance Services			85
Emergency Preparedness			281
Transit Services			433
Total General Services		\$	3,026
Roads and Related			5,846
Water Services			796
Wastewater Services			3,718
Drains and Stormwater			671
Total Engineered Services		\$	11,031
Total Development Charge all services		\$	14,057
Excluding Water Service		\$	13,261
Excluding Waste Water Service		\$	10,339
Excluding Water and Waste Water Services		\$	9,543

Schedule A-4

To By-law 2019-100

Industrial		
	2023	
	<i>as of July 1</i>	
<i>Charge per square foot</i>	\$	4.07
General Government		0.061
Library Services		-
Fire Services		0.013
Police Services		0.096
Public Safety		0.035
Parks and Recreation		-
Ambulance Services		0.035
Emergency Preparedness		0.103
Transit Services		0.164
Total General Services		0.51
Roads and Related		1.650
Water Services		0.295
Wastewater Services		1.368
Drains and Stormwater		0.247
Total Engineered Services		3.56
Total Development Charge		4.07
<i>Excluding Water Service</i>	\$	3.77
<i>Excluding Waste Water Service</i>	\$	2.70
<i>Excluding Water and Waste Water Services</i>	\$	2.40

Schedule A-5

To By-law 2019-100

Non-Residential Non-Industrial		
	2023	
	<i>as of July 1</i>	
<i>Charge per square foot</i>	\$	6.11
General Government		0.061
Library Services		-
Fire Services		0.013
Police Services		0.096
Public Safety		0.035
Parks and Recreation		-
Ambulance Services		0.035
Emergency Preparedness		0.103
Transit Services		0.164
Total General Services		0.51
Roads and Related		3.690
Water Services		0.295
Wastewater Services		1.367
Drains and Stormwater		0.247
Total Engineered Services		5.60
Total Development Charge		6.11
<i>Excluding Water Service</i>	\$	5.81
<i>Excluding Waste Water Service</i>	\$	4.74
<i>Excluding Water and Waste Water Services</i>	\$	4.45

Contract Awards Exceeding \$100,000 October 1 – December 31, 2022

Presented To:	Finance and Administration Committee
Meeting Date:	March 28, 2023
Type:	Correspondence for Information Only
Prepared by:	Kari Bertrand Purchasing
Recommended by:	General Manager of Corporate Services

Report Summary

This report provides information regarding contract awards \$100,000 or greater awarded from October 1, 2022, to December 31, 2022, and includes previously omitted reports from past reporting periods.

Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's Strategic Initiative to Demonstrate Innovation and Cost-Effective Service Delivery. It specifically continues the evolution of business planning, financial and accountability reporting systems to support effective communication with taxpayers about the City's service efforts and accomplishments. This report does not have any relationship to the CEEP goals.

Financial Implications

Sufficient funding exists within the previous approved budgets in accordance with the Operating and Capital Budget Policies at that time. Council approved policies for the Operating and Capital Budgets enable staff to reallocate operating budget dollars or obtain funding from the respective Holding Account Reserve (for Capital only) to award tenders when the tendered amount exceeds the budgeted amount. The budget amount is an estimate whereas the tendered amount is the actual cost received by the City through a competitive tender process from the marketplace.

Background

As required by the City of Greater Sudbury's Purchasing By-Law:

- Section 8(2), regular information reports shall be provided to Council on the Bid Solicitations, cooperative purchases, Emergency purchases and Revenue Generating Contracts Awarded with a Total Acquisition Cost or revenue of \$100,000 or greater.
- Section 26(2), soon after the purchase as reasonably possible, a report to Council is required advising of the circumstances of the Emergency Purchase when greater than \$100,000. Only emergency procurements where budget authorization is not required are included in this report. Other emergencies may be reported separately.

During the reporting period there were 13 contract awards valued at \$100,000 or greater resulting from a competitive procurement process, four limited tendering (single/sole source) contract awards valued at \$100,000 or greater, and one contract award valued at \$100,000 or greater from Cooperative procurements.

Bid Solicitations are advertised electronically on bids&tenders in the form of either Request for Tender or Request for Proposal. Where a Request for Tender is used, the Award is to the Lowest Compliant Bid. Where a Request for Proposal is used, the Award is to the highest scored Proposal based on Best Value, which is defined as the optimal balance of performance and cost determined in accordance with pre-defined evaluation criteria; all in accordance with the Purchasing By-law.

BID SOLICITATION DETAILS:

- For additional information regarding Bid Solicitations, please visit the City's bids&tenders webpage: <https://greatersudbury.bidsandtenders.ca/Module/Tenders/en>

APPENDICIES:

- APPENDIX A - Competitive Contract Awards \geq \$100,000
- APPENDIX B – Limited Tendering Contract Awards (including Emergency Purchases) \geq \$100,000
- APPENDIX C – Cooperative Contract Awards \geq \$100,000

Explanations and Legend for Appendices:

- All Bid Amounts and Contract Award Values exclude applicable taxes.
- **Budget** amount:
 - Operating budgets are presented on an annual basis and are identified as **(O)**.
 - Capital budgets are presented on a project basis and are identified as **(C)**.
 - Housing budgets are identified as **(H)**.
- **Estimate for Contract Term** is the amount that identifies the Total Acquisition Cost (potential value of the entire agreement, including option years) and is used to:
 - determine applicable By-Law and trade agreement requirements for open-competitive procurements
 - provide a basis for a value comparison when multiple procurements are funded from the same budget
 - allows for the procurement to account for current market conditions at the time of posting
- **Contract Award Value** is the value of the initial term of the contract that the City has committed to and does not include option years.

APPENDIX A – Competitive Contract Awards ≥ \$100,000

Report Period: October 1 to December 31, 2022

Contract	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
Request for Tender ISD22-2 Supply and Delivery of Coarse Crushed Rock Salt	2	\$2,743,960(O) <small>Note: This budget will be used for multiple contracts/purchases.</small> \$11,000,000	Compass Minerals Canada Corp.	\$7,039,560	\$7,039,560	Compass Minerals Canada Corp. 11/10/2022	Three-year initial term, plus two, one-year renewal options
			Windsor Salt Ltd.	\$8,905,380			
Request for Tender ISD22-41 Summer and Winter Grading Operations for the City of Greater Sudbury	4	\$2,618,130(O) <small>Note: This budget will be used for multiple contracts/purchases.</small> \$3,100,000	1558649 Ontario Inc.	Various hourly rates	Approx. \$661,377 for initial contract term based on estimated hours required.	All Bidders <small>Note: Contract Awards based on lowest price per equipment and availability.</small> 03/11/2022	One-year initial term, plus four, one-year renewal options
			Denis Gratton Construction Ltd.	Various hourly rates			
			1650990 Ontario Inc.	Various hourly rates			
			J&S Arbour Contracting Inc.	Various hourly rates			
Request for Tender ISD22-1 Supply and Delivery of Various Waste and Diversion Equipment	3	\$265,075(O) \$1,706,300	Busch Systems International Inc.	Various unit rates	Approx. \$264,753 for initial contract term based on estimated quantities.	Peninsula Plastics Ltd. \$264,753 09/11/2022	One-year initial term, plus four, one-year renewal options
			ORBIS Canada	Various unit rates			
			Peninsula Plastics Ltd	Various unit rates			

APPENDIX A – Competitive Contract Awards ≥ \$100,000

Report Period: October 1 to December 31, 2022

Contract	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
Request for Tender ISD22-11 Supply and Operation of Snowplow Equipment for Winter Control (Laneways, Cul-De-Sacs and Municipal Parking Lots)	6	\$1,263,498(O) \$2,000,000	Hollaway Equipment Rental Ltd.	Various hourly rates per equipment type	Approx. \$1,330,248 for initial contract term based on estimated hours required.	Dominion Construction Approx. \$244,248	Three-year initial term, plus two, one-year renewal options
			Dominion Construction	Various hourly rates per equipment type		1594686 Ontario Inc. O/A	
			1594686 Ontario Inc. O/A Nadeau Bros	Various hourly rates per equipment type		Nadeau Bros Approx. \$370,800	
			1929853 Ontario Ltd.	Various hourly rates per equipment type		Bélanger Construction (1981) Inc. Approx. \$600,000	
			1650990 Ontario Inc.	Various hourly rates per equipment type		Hollaway Equipment Rental Ltd. Approx. \$115,200	
			Bélanger Construction (1981) Inc.	Various hourly rates per equipment type			
						Note: Contract Awards based on lowest price per equipment and availability.	
Request for Tender CPS22-194 Freightliner Model SD114 Multi-Function Plows	1	\$3,710,000(C) Note: This budget will be used for multiple contracts/purchases. \$630,000	930098 Ontario Ltd. O/A Freightliner North Bay	\$695,606	\$695,606	930098 Ontario Ltd. O/A Freightliner North Bay 14/11/2022	One Time

APPENDIX A – Competitive Contract Awards ≥ \$100,000

Report Period: October 1 to December 31, 2022

Contract	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
Request for Tender CPS22-182 Fire Station 3 Renovation at 1190 Leon Street	5	\$280,000(C) <small>Note: This budget will be used for multiple contracts/purchases</small> \$253,000	Magnum Constructors Inc.	\$198,000	\$198,000	Magnum Constructors Inc. 16/11/2022	One Time
			Schutt Restoration Services (Thunder Bay) Ltd.	\$230,000			
			Mike Witherell Mechanical Ltd.	\$236,766			
			Northwall Contracting Company Ltd.	\$248,400			
			CK Construction 2021 Inc.	\$268,800			
Request for Tender ISD22-13 CCTV Camera Inspection and Clearing of Sewers and Associated Laterals	2	\$2,842,371(C) \$548,027(O) <small>Note: These budgets will be used for multiple contracts/purchases.</small> \$2,086,037	Herby Enterprises Ltd.	\$1,078,430	Approx. \$1,078,430 for initial contract term based on estimated hours required.	Herby Enterprises Ltd. 25/11/2022	Three-year initial term, plus two, one-year renewal options
			GFL Environmental Services Inc.	\$1,322,550			
Request for Proposal FES22-117 Supply and Delivery of Uniforms for Greater Sudbury EMS	2	\$140,000(O) \$700,000	Unisync Group Ltd.	95.6	Approx. \$491,546 for initial contract term based on estimated requirements.	Unisync Group Ltd. 29/11/2022	Three-year initial term, plus two, one-year renewal options
			Martin & Levesque Inc.	95.5			

APPENDIX A – Competitive Contract Awards ≥ \$100,000

Report Period: October 1 to December 31, 2022

Contract	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
Request for Tender CPS22-112 HVAC Upgrades - Phase II for the Howard Armstrong Recreation Centre	4	<u>\$1,686,088(C)</u> \$1,101,000	Metal-Air Mechanical Systems Ltd.	\$1,352,459	\$1,352,459, plus \$182,942 in optional additions.	Metal-Air Mechanical Systems Ltd. 29/11/2022	One Time
			Ainsworth Inc.	\$1,559,839			
			CTRL HVAC	\$1,925,219			
			Mike Witherell Mechanical Ltd.	\$2,079,646			
Request for Tender FES22-177 Supply and Installation of a Car Wash for Emergency Vehicles	2	<u>\$225,000(C)</u> \$225,000	Schutt Restoration Services (Thunder Bay) Ltd.	\$232,400	\$232,400	Schutt Restoration Services (Thunder Bay) Ltd. 09/12/2022	One Time
			Garage Supply Contracting Inc.	\$283,580			
Request for Proposal ISD22-76 Lease, Operation and Maintenance of the Blue Box Materials Recovery Facility (MRF) & Site	3	<u>\$2,276,836(O)</u> \$4,993,020	HGC Management Inc.	83	\$4,993,020	HGC Management Inc. 09/12/2022	Two and a quarter year initial term, plus three, five-year renewal options
			GFL Environmental Inc.	76			
			Gallops Waste Management Inc.	44			

APPENDIX A – Competitive Contract Awards ≥ \$100,000

Report Period: October 1 to December 31, 2022

Contract	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
Request for Tender ISD22-81 Operated Backhoe Loader Combinations	5	\$1,081,440(O) <small>Note: These budgets will be used for multiple contracts/purchases.</small> \$2,289,600	Bruce Tait Construction Ltd.	Various hourly rates	Approx. \$1,381,457 for initial contract term based on estimated hours required.	Bruce Tait Construction Ltd. \$415,860	Three-year initial term, plus two, one-year renewal options
			Tait Excavation Inc.	Various hourly rates		Tait Excavation Inc. \$452,700	
			1558649 Ontario Inc.	Various hourly rates		1558649 Ontario Inc. \$512,897	
			1594686 Ontario Inc.	Various hourly rates			
			Comet Contracting Ltd.	Various hourly rates			
						15/12/2022	
						<small>Note: Contract Awards based on lowest price per equipment and availability.</small>	
Request for Tender ISD22-65 Drainage Superintendent and Municipal Drainage Services	1	\$223,537(O) <small>Note: This budget will be used for multiple contracts/purchases.</small> \$575,000	K. Smart Associates Ltd.	\$263,835	\$263,835	K. Smart Associates Ltd. 19/12/2022	Three-year initial term, plus two, one-year renewal options

APPENDIX B – Limited Tendering Contract Awards ≥ \$100,000

Report Period: October 1 to December 31, 2022

Contract	Budget (\$)	Purchasing By-Law (PBL)/Trade Agreement Exemption, Council Resolution or Other Explanation	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
PUR22-67 Partial Roof Replacement (241 Second Avenue)	\$162,500(C)(H)	Quotation procedure conducted. Change order issued because of unknown conditions, which resulted in the contract price exceeding \$100,000.	\$136,990	Daminsona Roofing Ltd. 10/20/2022	One Time
PUR22-116 Six (6) Ambulances	\$1,450,000(C) Note: Purchase Order issued to secure three (3) ambulances in 2023 and 2024.	Sole Source approved by Council Resolution CC2018-150 .	\$1,152,945	Demers Ambulances Manufacturer Inc. 12/09/2022	One Time
PUR22-40 Pioneer Manor Staffing Shortage - Agency Utilization for the Balance of 2022	\$713,938(O) Note: This budget will be used for multiple contracts/purchases.	Emergency (urgent) purchase. CFTA Article 513 Exemption: <i>1. (d) if strictly necessary, and for reasons of urgency brought about by events unforeseeable by the procuring entity, the goods or services could not be obtained by open tendering.</i>	\$119,999	Nexim Healthcare Consultants Inc. 12/14/2022	One Time
PUR22-207 Installation-KeyScan Access Control Systems at various sites throughout GSHC Portfolio	\$115,000(O)(H)	Schedule A of the PBL: <i>(5) Other. (11) Ongoing costs of software systems previously acquired, and (12) The existence of exclusive rights for Goods previously acquired.</i> CFTA Article 513 Exemption: <i>1. (c) for additional deliveries by the original supplier of goods or services that were not included in the initial procurement, if a change of supplier for such goods or services: (i) cannot be made for economical or technical reasons such as requirements of interchangeability or inoperability with existing equipment, software, services, or installations procured under the initial procurement.</i>	\$110,047	Northern Security 12/30/2022	One Time

APPENDIX C – Cooperative Contract Awards ≥ \$100,000

Report Period: October 1 to December 31, 2022

Contract	Budget (\$)	Cooperative/Buying Group	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
PUR22-38 Consulting Services for Battery Electric Bus Feasibility Study & Fleet Transition Plan	\$100,000(2022-O) \$79,372(2023-O)	Metrolinx, an agency of the Government of Ontario under the Metrolinx Act, 2006.	\$121,630	HDR Corporation 10/21/2022	One Time