

**Tuesday, October 22, 2024**

**Tom Davies Square**

**Mayor Paul Lefebvre, Chair**

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

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

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

Resolution to move to Closed Session to deal with one Acquisition or Disposition of Land item regarding Greater Sudbury Housing Corporation properties and to two Litigation or Potential Litigation / Solicitor-Client Privilege items regarding a construction projects in accordance with the Municipal Act, 2001, par. 239(2)(c), (e) and (f).
4. **Recess**
5. **Open Session**
6. **Moment of Silent Reflection**
7. **Roll Call**
8. **Declarations of Pecuniary Interest and the General Nature Thereof**
9. **Matters Arising from the Closed Session**

At this point in the meeting, the Chair of the Closed Session, will rise and report. Council will then consider any resolution(s) emanating from the Closed Session.
10. **Matters Arising from Operations Committee**
  - 10.1 **October 15, 2024**

Council will consider, by way of one resolution, Operations Committee resolutions, which will be posted online following the meeting. Any questions regarding the resolutions should be directed to Councillor Signoretti, Chair, Operations Committee.
11. **Matters Arising from Community and Emergency Services Committee**
  - 11.1 **October 15, 2024**

Council will consider, by way of one resolution, Community and Emergency Services Committee resolutions, which will be posted online following the meeting. Any questions regarding the resolutions should be directed to Councillor Lapierre, Chair, Community and Emergency Services Committee.
12. **Matters Arising from Finance and Administration Committee**
  - 12.1 **October 16, 2024**

Council will consider, by way of one resolution, Finance and Administration Committee resolutions, which will be posted online following the meeting. Any questions regarding the resolutions should be directed to Councillor McIntosh,

**13. Matters Arising from Hearing Committee**

**13.1 October 17, 2024**

Council will consider, by way of one resolution, Hearing Committee resolutions, which will be posted online following the meeting. Any questions regarding the resolutions should be directed to Councillor Signoretti, Chair, Hearing Committee.

**14. Matters Arising from Planning Committee**

**14.1 October 21, 2024**

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

**15. Consent Agenda**

For the purpose of convenience and for expediting meetings, matters of business of repetitive or routine nature are included in the Consent Agenda, and all such matters of business contained in the Consent Agenda are voted on collectively.

A particular matter of business may be singled out from the Consent Agenda for debate or for a separate vote upon the request of any Councillor. In the case of a separate vote, the excluded matter of business is severed from the Consent Agenda, and only the remaining matters of business contained in the Consent Agenda are voted on collectively.

Each and every matter of business contained in the Consent Agenda is recorded separately in the minutes of the meeting.

**15.1 Adoption of Minutes**

<b>15.1.1</b>	<b>Operations Committee Minutes of September 9, 2024</b>	<b>16</b>
<b>15.1.2</b>	<b>Community and Emergency Services Committee Minutes of September 9, 2024</b>	<b>21</b>
<b>15.1.3</b>	<b>Nominating Committee Minutes of September 10, 2024</b>	<b>28</b>
<b>15.1.4</b>	<b>Audit Committee Minutes of September 10, 2024</b>	<b>31</b>
<b>15.1.5</b>	<b>Finance and Administration Committee Minutes September 10, 2024</b>	<b>33</b>
<b>15.1.6</b>	<b>Planning Committee Minutes of September 16, 2024</b>	<b>40</b>

**16. Presentations**

<b>16.1</b>	<b>2023 Greater Sudbury Development Corporation Annual Report</b>	<b>48</b>
	This report and presentation provide information regarding the 2023 Annual	

Report of the City of Greater Sudbury Community Development Corporation, operating as the Greater Sudbury Development Corporation, or GSDC.

- 16.2 Sustainable Waste Strategy 2025-2035** 87  
This presentation and report provide recommendations for a 10-year Solid Waste Management Master Plan for adoption by City Council.

**17. Managers' Reports**

- 17.1 Appointments to the Youth Advisory Panel** 157  
This report provides a recommendation regarding the appointment of two (2) Members of Council to the Youth Advisory Panel in accordance with the approved terms of reference.

- 17.2 Accessibility Consultation Policy** 159  
This report provides a recommendation regarding the Accessibility Consultation Policy.

**18. By-laws**

Draft by-laws are available for viewing a week prior to the meeting on the agenda.  
Approved by-laws are available on the City's website:  
<https://www.greatersudbury.ca/city-hall/by-laws/> after passage.

**The following by-laws will be read and passed:**

- 18.1 By-laws 2024-171 to 2024-180**  
**2024-171**

A By-law of the City of Greater Sudbury to Confirm the Proceedings of Council at its Meeting of October 22, 2024

**2024-172**

A By-law of the City of Greater Sudbury to Authorize the Purchase of 237 St. Charles Street, Sudbury Described as PIN 02131-0044(LT), Part of Lot 396, Plan 18SB, City of Greater Sudbury from Colin Ellsworth

Planning Committee Resolution #PL2024-146

This by-law authorizes the purchase of the property in support of the St. Charles Lift Station project.

**2024-173**

A By-law of the City of Greater Sudbury to Authorize the Sale of Vacant Land on Highway 17 West, Whitefish Described as PIN 73382-0149(LT), Lot 15, Plan M-425, except Part 1 on Plan 53R-16392, City of Greater Sudbury to Brandon Digby

Planning Committee Resolution #PL2024-147



#### **2024-174**

A By-law of the City of Greater Sudbury to Close Alexander Street, Garson, Described as Part of PIN 73492-0409(LT), Alexander Street, Plan M-167, City of Greater Sudbury

Planning Committee Resolution #PL2018-98

This by-law closes an unopened road to make the land available for sale.

#### **2024-175**

A By-law of the City of Greater Sudbury to Authorize the Sale of Closed Alexander Street, Garson, Described as Part of PIN 73492-0409(LT), Alexander Street, Plan M-167, City of Greater Sudbury to Janessa St. Louis and Marc Fortin

Planning Committee Resolution #PL2024-148

#### **2024-176**

A By-law of the City of Greater Sudbury to Amend By-Law 2010-188 being a By-law of the City of Greater Sudbury to Prohibit, Regulate and Control Discharges into Bodies of Waters within City Boundaries or into the City Sanitary Sewers, Storm Sewers, Sanitary Sewage Works and All Tributary Sewer Systems

This amending by-law implements changes of a housekeeping nature.

#### **2024-177**

By-law of the City of Greater Sudbury to Amend By-law 2010-1 being a By-law of the City of Greater Sudbury to Regulate Traffic and Parking in the City of Greater Sudbury

Operations Committee Resolutions #OP2024-04 and #OP2024-10

This amending by-law implements the changes approved by the Operations Committee.

#### **2024-178P**

A By-law of the City of Greater Sudbury to Adopt Official Plan Amendment No. 134 to the Official Plan for the City of Greater Sudbury

Planning Committee Resolution #PL2024-135

This by-law implements City-initiated amendments to amend the City's secondary dwelling unit policies to conform to recent changes made to the *Planning Act* by the Province of Ontario.

## **2024-179Z**

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

Planning Committee Resolution #PL2024-135

This by-law amends the City's secondary dwelling unit policies to conform to recent changes made to the *Planning Act* by the Province of Ontario.

## **2024-180**

A By-law of the City of Greater Sudbury to Authorize an Agreement with Nickel District Conservation Authority for Provision of Non-Mandatory Programs and Services

This by-law authorizes the General Manager of Growth and Infrastructure to enter into a Programs and Services Support Agreement to obtain at the City's costs certain non-mandatory services from Nickel District Conservation Authority all in accordance with Ontario Regulation 686/21.

## **19. Members' Motions**

### **19.1 Request to Increase Municipal Accommodation Tax from 4% to 6%**

As presented by Mayor Lefebvre:

WHEREAS the *Municipal Act, 2001* allows municipalities to charge a transient accommodation tax also known as a municipal accommodation tax;

AND WHEREAS the City of Greater Sudbury currently charges a municipal accommodation tax ("MAT") equal to 4%;

AND WHEREAS many municipalities including Kitchener, Ottawa and Toronto have increased their MAT and many other communities are in the process of increasing their MAT;

THEREFORE BE IT RESOLVED THAT staff be directed to present an amending by-law to the City's Municipal Accommodation Tax By-law to increase the MAT amount from 4% to 6% effective January 1, 2025;

AND BE IT FURTHER RESOLVED THAT staff be directed to allocate the City's portion of the increase to the Tax Rate Stabilization Reserve committed for the Event Centre additional debt repayment until such time as it is required;

AND BE IT FURTHER RESOLVED THAT the existing MAT agreement between the City of Greater Sudbury and the City of Greater Sudbury Community Development Corporation ("GSDC") be updated to establish the new level of funding and the GSDC's contributions to the City for the Event

Centre, the development of the South District, and related capital projects with positive economic impacts on the tourism sector.

**19.2 Termination of Agreement with Integrity Commissioner, David Boghosian**

As presented by Councillor Leduc:

WHEREAS the Integrity Commissioner received a Code of Conduct complaint about Councillor Bill Leduc's cellular service charges for 2022 and 2023 claiming waste, abuse and extravagance in the provision or use of public resources related to roaming charges incurred;

AND WHEREAS despite City staff and Councillor Leduc having provided the relevant documentation, by-law and policy clarification required for the Integrity Commissioner to dismiss the complaint at the early stage of the complaint, which could have resulted in limited expense to the taxpayers of Greater Sudbury, the Integrity Commissioner chose to pursue further questions and to bring forward the report to Council which is not required when a complaint is dismissed, incurring additional costs;

AND WHEREAS the Integrity Commissioner is using his power to harass Members of Council during his investigations and when presenting his reports;

THEREFORE BE IT RESOLVED that the City Solicitor and Clerk be directed to provide written notice of termination to the City's Integrity Commissioner, Mr. David Boghosian of Boghosian + Allen LLP, to terminate the agreement upon 180 days' notice pursuant to the terms of the agreement.

**20. Correspondence for Information Only**

**20.1 Renoviction Report**

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This report provides information regarding opportunities to reduce the number of renovictions in Greater Sudbury together with the cost/staffing implications.

**21. Addendum**

**22. Civic Petitions**

**23. Question Period**

**24. Adjournment**

le mardi 22 octobre 2024

Place Tom Davies

Maire Paul Lefebvre, Président

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

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

Les réunions du Conseil et des comités de la Ville du Grand Sudbury sont accessibles. Elles ont généralement lieu dans la Salle du Conseil de la Place Tom Davies, à moins d'avis contraire dans l'ordre du jour. Certaines d'entre elles sont diffusées par Eastlink, à sa discrétion. Sauf les réunions à huis clos, qui se déroulent conformément à la *Loi de 2001 sur les municipalités*, les réunions sont ouvertes au public qui peut y assister en personne. Si possible, elles sont diffusées en continu en direct et le public peut en visionner les enregistrements sur le site web de la Ville au <https://www.grandsudbury.ca/ordresdujour>.

Sachez que si vous faites une présentation, si vous prenez la parole ou si vous vous présentez sur les lieux d'une réunion pendant qu'elle a lieu, vous, vos commentaires ou votre présentation pourriez être enregistrés et diffusés.

En présentant des renseignements, y compris des renseignements imprimés ou électroniques, au Conseil municipal ou à un de ses comités, vous indiquez que vous avez obtenu le consentement des personnes dont les renseignements personnels sont inclus aux renseignements à communiquer au public.

Vos renseignements sont recueillis aux fins de prise de décisions éclairées et de transparence du Conseil municipal en vertu de diverses lois municipales et divers règlements municipaux, et conformément à la Loi de 2001 sur les municipalités, à la Loi sur l'aménagement du territoire, à la Loi sur l'accès à l'information municipale et la protection de la vie privée et au Règlement de procédure de la Ville du Grand Sudbury.

Pour obtenir plus de renseignements au sujet de l'accessibilité, de la consignation de vos renseignements personnels ou de la diffusion en continu en direct, veuillez communiquer avec le Bureau de la greffière municipale en composant le 3-1-1 ou en envoyant un courriel à l'adresse [clerks@grandsudbury.ca](mailto:clerks@grandsudbury.ca).

1. **Ouverture**
2. **Appel nominal**
3. **Séance à huis clos**  
Résolution de séance à huis clos pour délibérer de une question d'acquisition ou de disposition de bien-fonds concernant des propriétés de la Société de logement du Grand Sudbury et deux questions de litiges actuels ou éventuels / privilège avocat-client concernant un projets de construction, conformément à la Loi de 2001 sur les municipalités, alinéas 239 (2 c), e) et f).
4. **Suspension de la séance**
5. **Séance publique**
6. **Moment de silence**
7. **Appel nominal**
8. **Déclaration d'intérêts pécuniaires et leur nature générales**
9. **Questions découlant de la séance à huis clos**  
À ce point de la réunion, la présidente ou le président de la séance à huis clos fera un compte rendu. Le Conseil municipal considérera alors toute résolution émanant de la séance à huis clos.
10. **Questions découlant de la réunion du comité des opérations**
  - 10.1 **le 15 octobre 2024**  
Le conseil municipal étudiera, par voie d'une résolution, les résolutions du Comité des opérations qui seront affichées après la réunion. Toute question concernant ces résolutions devrait être adressée au Conseiller Signoretti, président du Comité des opérations.
11. **Questions découlant de la réunion du comité des services communautaires et d'urgence**
  - 11.1 **le 15 octobre 2024**  
Le Conseil municipal étudiera, par voie d'une résolution, les résolutions du Comité des services communautaires et d'urgence qui seront affichées après la réunion. Toute question concernant ces résolutions devrait être adressée au Conseiller Lapierre, president du Comité des services communautaires et d'urgence.
12. **Questions découlant de la réunion du comité des finances et de l'administration**
  - 12.1 **le 16 octobre 2024**

Le Conseil municipal étudiera, par voie d'une résolution, les résolutions du Comité des finances et de l'administration qui seront affichées après la réunion. Toute question concernant ces résolutions devrait être adressée au Conseillère McIntosh, présidente du Comité des finances et de l'administration.

### **13. Questions découlant de la réunion du comité d'audition**

#### **13.1 le 17 octobre 2024**

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

### **14. Questions découlant de la réunion du comité de la planification**

#### **14.1 le 21 octobre 2024**

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

### **15. Ordre du jour des résolutions**

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

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

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

#### **15.1 Adoption du procès verbaux**

<b>15.1.1</b>	<b>Procès Verbal du 9 septembre 2024 Comité des opérations</b>	<b>16</b>
<b>15.1.2</b>	<b>Procès Verbal du 9 septembre 2024 Comité des services communautaires et d'urgence</b>	<b>21</b>
<b>15.1.3</b>	<b>Procès Verbal du 10 septembre 2024 Comité des candidatures</b>	<b>28</b>
<b>15.1.4</b>	<b>Procès Verbal du 10 septembre 2024 Comité de vérification</b>	<b>31</b>
<b>15.1.5</b>	<b>Procès Verbal du 10 septembre 2024 Comité des finances et de</b>	<b>33</b>

15.1.6	<b>Procès Verbal du 16 septembre 2024 Comité de planification</b>	40
16.	<b>Présentations</b>	
16.1	<b>Rapport annuel 2023 de la Société de développement du Grand Sudbury</b> Ce rapport et cette présentation communiquent des renseignements concernant le Rapport annuel 2023 de la Société de développement communautaire du Grand Sudbury, exerçant ses activités sous le nom de Société de développement du Grand Sudbury (SDGS).	48
16.2	<b>Stratégie de gestion durable des déchets 2025-2035</b> Dans cette présentation et ce rapport, on formule des recommandations concernant un plan directeur de 10 ans sur la gestion des déchets solides pour adoption par le Conseil municipal.	87
17.	<b>Rapports des gestionnaires</b>	
17.1	<b>Nominations au Comité consultatif des jeunes</b> Dans ce rapport, on formule une recommandation concernant la nomination de deux membres du Conseil au Comité consultatif des jeunes, conformément au mandat approuvé.	157
17.2	<b>Politique en matière de consultation sur l'accessibilité</b> Dans ce rapport, on formule une recommandation concernant la Politique en matière de consultation sur l'accessibilité.	159
18.	<b>Règlements</b> La version provisoire des règlements municipaux sera disponible pour consultation une semaine avant la réunion prévue à l'ordre du jour. Après leur adoption, les règlements approuvés sont affichés sur le site de la municipalité au <a href="https://www.grandsudbury.ca/hotel-de-ville/reglements-municipaux/">https://www.grandsudbury.ca/hotel-de-ville/reglements-municipaux/</a> .  <b>Les règlements suivants seront lus et adoptés:</b>	
18.1	<b>Règlements 2024-171 à 2024-180</b> <b>2024-171</b>  Un règlement de la Ville du Grand Sudbury pour confirmer les délibérations du Conseil municipal lors de sa réunion tenue le 22 octobre 2024  <b>2024-172</b>  Un règlement de la Ville du Grand Sudbury autorisant l'achat de 237, rue St. Charles, à Sudbury décrit comme le NIP 02131-0044 (titre de bienfonds), une partie du lot 396 du plan 18SB, Ville du Grand Sudbury de Colin Ellsworth  Résolution numéro PL2024-146 du Comité de planification	

Ce règlement municipal autorise l'achat de la propriété à l'appui du projet de station de relèvement St. Charles.

**2024-173**

Un règlement de la Ville du Grand Sudbury autorisant la vente de terrain vacant sur l'autoroute 17 Ouest, à Whitefish décrite comme le NIP 73382-0149 (titre de bienfonds), lot 15, plan M-425, sauf partie 1 du plan 53R-16392, Ville du Grand Sudbury à Brandon Digby

Résolution numéro PL2024-147 du Comité de planification

**2024-174**

Un règlement de la Ville du Grand Sudbury afin de fermer le rue Alexander non ouvert, à Garson, décrit comme étant et parties du NIP 73492-0409 (titre de bienfonds), rue Alexander, plan M-167, Ville du Grand Sudbury

Résolution numéro PL2018-98 du Comité de planification

Ce règlement municipal permet de fermer une route non ouverte pour que les terrains puissent être transférés.

**2024-175**

Un règlement de la Ville du Grand Sudbury autorisant la vente de la rue Alexander, à Garson fermée, NIP 73492-0409 (titre de bienfonds), rue Alexander, plan M-167, Ville du Grand Sudbury, à Janessa St. Louis et Marc Fortin

Résolution numéro PL2024-148 du Comité de planification

**2024-176**

Un règlement de la Ville du Grand Sudbury modifiant le règlement 2010-188 étant un règlement interdisant, régissant et contrôlant les évacuations dans les plans d'eau dans les limites de la Ville ou dans les égouts sanitaires, les égouts pluviaux, le réseau d'égout sanitaire et tous les réseaux d'égout tributaires

Ce règlement municipal modificatif met en oeuvre des changements d'ordre administratif.

**2024-177**

Un règlement de la Ville du Grand Sudbury modifiant le règlement 2010-1, étant un règlement de la Ville du Grand Sudbury régissant la circulation et le stationnement sur les routes dans la Ville du Grand Sudbury

Résolutions numéros OP2024-04 et #OP2024-10 du Comité des opérations



Ce règlement municipal modificatif met en oeuvre les changements approuvés par le Comité des opérations.

#### **2024-178P**

Règlement de la Ville du Grand Sudbury adoptant la modification no 134 du Plan officiel de la Ville du Grand Sudbury

Résolution numéro PL2024-135 du Comité de planification

Ce règlement municipal met en oeuvre des changements à l'initiative de la municipalité afin de modifier les politiques de la Ville sur les logements secondaires pour se conformer aux récents changements apportés par la province de l'Ontario à la Loi sur l'aménagement du territoire.

#### **2024-179Z**

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

Résolution numéro PL2024-135 du Comité de planification

Ce règlement municipal modifie les politiques de la Ville sur les logements secondaires pour se conformer aux récents changements apportés par la province de l'Ontario à la Loi sur l'aménagement du territoire.

#### **2024-180**

Un règlement de la Ville du Grand Sudbury visant à autoriser une entente avec l'Office de protection de la nature du district de Nickel pour la prestation de programmes et de services non obligatoires

Ce règlement municipal autorise le directeur général de la Croissance et de l'infrastructure à conclure une entente de soutien en matière de programmes et services pour obtenir des services non obligatoires, aux frais de la Ville, de l'Office de protection de la nature du district de Nickel, conformément au Règlement de l'Ontario 686/21.

### **19. Motions des membres**

#### **19.1 Demande d'augmentation de la taxe municipale d'hébergement (TMH) de 4 % à 6 %**

Tel que présenté par le maire Lefebvre :

ATTENDU QUE la Loi de 2001 sur les municipalités permet aux municipalités de percevoir une taxe sur l'hébergement temporaire, également connue comme étant une taxe municipale d'hébergement.

ATTENDU QUE la Ville du Grand Sudbury perçoit actuellement une taxe municipale d'hébergement (TMH) de 4 %.

ATTENDU QUE bien des municipalités, dont Kitchener, Ottawa et Toronto, ont augmenté leur TMH et que bon nombre de collectivités sont en train de le faire.

PAR CONSÉQUENT, IL EST RÉSOLU QUE l'on enjoigne au personnel de présenter un règlement municipal modificatif relativement au Règlement municipal sur la taxe municipale d'hébergement afin d'augmenter la TMH de 4 % à 6 % dès le 1er janvier 2025.

IL EST ÉGALEMENT RÉSOLU QUE l'on enjoigne au personnel d'affecter la portion municipale de l'augmentation à la réserve de stabilisation du taux d'imposition qui est destinée au remboursement additionnel de la dette du Centre d'événements jusqu'au moment où ce sera nécessaire.

IL EST ÉGALEMENT RÉSOLU QUE l'entente existante sur la TMH entre la Ville du Grand Sudbury et la Société de développement du Grand Sudbury (SDGS) soit actualisée pour établir le nouveau niveau de financement et les contributions de la SDGS à la Ville pour le Centre d'événements, le développement du district sud et les projets d'immobilisations connexes ayant des retombées économiques positives pour le secteur touristique.

**19.2 Résiliation de l'entente avec le commissaire à l'intégrité David Boghosian**  
Tel que présenté par le conseiller Leduc :

ATTENDU QUE le commissaire à l'intégrité a reçu une plainte relative au Code de conduite au sujet des frais de service cellulaire de 2022 et 2023 du conseiller Bill Leduc, alléguant qu'il s'agit de gaspillage, d'abus et d'extravagance par rapport à la fourniture ou à l'utilisation de ressources publiques liées à des frais d'itinérance engagés.

ATTENDU QUE même si le personnel municipal et le conseiller Leduc ont fourni la documentation pertinente, les éclaircissements sur le règlement municipal et la politique nécessaires pour que le commissaire à l'intégrité rejette la plainte dès le début, ce qui aurait pu limiter les dépenses pour les contribuables du Grand Sudbury, le commissaire à l'intégrité a choisi d'aborder d'autres questions et de mettre de l'avant le rapport au Conseil qui n'est pas nécessaire lorsqu'une plainte est rejetée, engendrant ainsi des coûts supplémentaires.

ATTENDU QUE le commissaire à l'intégrité se sert de son pouvoir pour harceler les membres du Conseil durant ses enquêtes et lors de la présentation de ses rapports.

PAR CONSÉQUENT, IL EST RÉSOLU QUE l'on enjoigne à l'avocat et

greffier municipal de présenter un préavis écrit de résiliation au commissaire à l'intégrité de la Ville, M. David Boghosian de Boghosian + Allen s.r.l., afin de mettre fin à l'entente au moyen d'un préavis de 180 jours, conformément aux modalités de l'accord.

**20. Correspondence à titre de renseignements seulement**

**20.1 Rapport sur les rénovictions**

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Dans ce rapport, on présente des renseignements sur les occasions de réduire le nombre de rénovictions au Grand Sudbury ainsi que les coûts et les effets possibles sur le plan du personnel.

**21. Addenda**

**22. Pétitions civiques**

**23. Période de questions**

**24. Levée de la séance**

# **Minutes**

## **For the Operations Committee Meeting**

September 9, 2024  
Tom Davies Square

Present (Mayor and Councillors)      Councillor Signoretti, Councillor Brabant, Councillor Fortin, Councillor Parent, Councillor Sizer, Councillor Leduc, Councillor Landry-Altmann

City Officials      Tony Cecutti, General Manager of Growth and Infrastructure, Renee Brownlee, Director of Environmental Services, Christine Hodgins, Deputy City Clerk, Rory Whitehouse, Legislative Compliance Coordinator, Regina Sgueglia, Clerk's Services Assistant, Cassandra Pierobon, Clerk's Services Assistant

### **Councillor Signoretti, In the Chair**

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#### **1. Call to Order**

The meeting commenced at 2:00 p.m.

#### **2. Roll Call**

A roll call was conducted.

#### **3. Declarations of Pecuniary Interest and the General Nature Thereof**

None declared.

#### **4. Presentations**

Councillor Landry-Altmann arrived at 2:03 p.m.

##### **4.1 Solid Waste Management Master Plan - Phase 4 - Post-Consultation**

Betsy Varghese of Dillon Consulting provided an electronic presentation regarding the Solid Waste Management Master Plan - Phase 4 - Post-Consultation for information only.

Rules of Procedure

Councillor Fortin presented the following motion:

##### **OP2024-21**

Moved By Councillor Fortin

Seconded By Councillor Parent

WHEREAS the Greater Sudbury's Sustainable Waste Strategy is seeking to establish additional programs to divert waste and to increase the life of our landfills and,

WHEREAS numerous and successful measures have already been adopted for non multi-residential properties (blue box and compost programs, garbage pick up limited to two bags and 40 lbs every second week) to promote waste diversion such that the City residents are already exceeding Provincial targets and,

WHEREAS the recently implemented gate fees and existing tipping fees have a financial impact for residents that have the need to dispose of garbage when they exceed the allowable garbage limits and,

WHEREAS there are currently no requirements or effective programs to encourage or require landlords or tenants of multi-residential units to comply with the City's blue box, compost or garbage bag limits that are imposed on non multi-residential properties and,

WHEREAS there are currently no requirements or effective programs to encourage diversion within the commercial, business or institutional sectors and,

WHEREAS the City of Greater Sudbury itself does not currently have an adequate or effective diversion program for its own facilities and operations,

THEFEFORE BE IT RESOLVED that staff are directed to discontinue the implementation of the proposed clear plastic bags program as a means to enforce additional diversion and to bring back a report that focuses on how the City of Greater Sudbury can address the lack of adequate and effective diversion within the aforementioned sectors, including its own facilities.

AND BE IT FURTHER RESOLVED that the report includes recommendations on how non-residents of the City of Greater Sudbury can be prevented from using City landfills and/or that a special user fee in such circumstances be imposed.

At 3:43 p.m., Committee recessed.

At 4:05 p.m., Committee reconvened.

Rules of Procedure

Councillor Parent moved to amend the motion.

The following amendment was presented:

**OP2024-21-A1**

Moved By Councillor Parent

Seconded By Councillor Fortin

THAT the motion be amended to replace the operative clause as follows:

"THEREFORE IT BE RESOLVED that staff are directed to provide additional information in the presentation of the Master Plan to Council on October 22, 2024 regarding means to enforce additional diversion throughout the City of Greater Sudbury to address the lack of adequate and effective diversion within the sectors other than low density, including its own facilities.

AND BE IT FURTHER RESOLVED that the report includes enforcement recommendations on how non-residents of the City of Greater Sudbury can be prevented from using City landfills."

**CARRIED**

Rules of Procedure

Councillor Signoretti moved to waive reading of the resolution with the exception of the operative clause.

**CARRIED**

The following main resolution as amended was presented:

**OP2024-21**

Moved By Councillor Fortin

Seconded By Councillor Parent

As Amended:

WHEREAS the Greater Sudbury's Sustainable Waste Strategy is seeking to establish additional programs to divert waste and to increase the life of our landfills and,

WHEREAS numerous and successful measures have already been adopted for non multi-residential properties (blue box and compost programs, garbage pick up limited to two bags and 40 lbs every second week) to promote waste diversion such that the City residents are already exceeding Provincial targets and,

WHEREAS the recently implemented gate fees and existing tipping fees have a financial impact for residents that have the need to dispose of garbage when they exceed the allowable garbage limits and,

WHEREAS there are currently no requirements or effective programs to encourage or require landlords or tenants of multi-residential units to

comply with the City's blue box, compost or garbage bag limits that are imposed on non multi-residential properties and,

WHEREAS there are currently no requirements or effective programs to encourage diversion within the commercial, business or institutional sectors and,

WHEREAS the City of Greater Sudbury itself does not currently have an adequate or effective diversion program for its own facilities and operations,

THEREFORE IT BE RESOLVED that staff are directed to provide additional information in the presentation of the Master Plan to Council on October 22, 2024 regarding means to enforce additional diversion throughout the City of Greater Sudbury to address the lack of adequate and effective diversion within the sectors other than low density, including its own facilities.

AND BE IT FURTHER RESOLVED that the report includes enforcement recommendations on how non-residents of the City of Greater Sudbury can be prevented from using City landfills.

**CARRIED**

## **5. Managers' Reports**

Rules of Procedure

Councillor Signoretti moved to defer Items 5.1 and 5.2 to the October 15, 2024 Operations Committee meeting due to time restraints.

**CARRIED**

### **5.1 2024 Gateway Speed Limit Pilot Project Update**

**DEFERRED**

### **5.2 Active Transportation Winter Maintenance Plan 2024**

**DEFERRED**

## **6. Members' Motions**

No Motions were presented.

## **7. Correspondence for Information Only**

### **7.1 Winter Control and Spring Cleanup Update 2024**

For Information Only.

## **8. Addendum**

No Addendum was presented.

**9. Civic Petitions**

No Petitions were submitted.

**10. Question Period**

No Questions were asked.

**11. Adjournment**

Councillor Sizer moved to adjourn the meeting. Time: 4:15 p.m.

**CARRIED**



# Minutes

## For the Community and Emergency Services Committee Meeting

September 9, 2024  
Tom Davies Square

Present (Mayor and Councillors)	Councillor Fortin, Councillor Parent, Councillor Labbee, Councillor Sizer, Councillor McIntosh
	Councillor Brabant, Mayor Lefebvre
Absent	Councillor Lapierre
City Officials	Joseph Nicholls, General Manager of Community Safety, Brendan Adair, Acting General Manager of Community Development, Tyler Campbell, Director of Children and Social Services, Jeff Pafford, Director of Leisure Services, Melissa Roney, Advanced Care Paramedic, Dawn Noel de Tilly, Chief of Staff, Christine Hodgins, Deputy City Clerk, Rory Whitehouse, Legislative Compliance Coordinator, Regina Sgueglia, Clerk's Services Assistant, Cassandra Pierobon, Clerk's Services Assistant

### Councillor Parent, In the Chair

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**1. Call to Order**

The meeting commenced at 4:31 p.m.

**2. Roll Call**

A roll call was conducted.

**3. Declarations of Pecuniary Interest and the General Nature Thereof**

None declared.

**4. Consent Agenda**

The following resolution was presented:

**CES2024-26**

Moved By Councillor McIntosh

Seconded By Councillor Sizer

THAT the City of Greater Sudbury approves Consent Agenda item 4.1.1.

**CARRIED**

The following are the Consent Agenda items:

**4.1 Routine Management Reports**

**4.1.1 Healthy Community Initiative Fund Applications – September 9, 2024**

**CES2024-27**

Moved By Councillor McIntosh

Seconded By Councillor Sizer

THAT the City of Greater Sudbury approves the Healthy Community Initiative Fund requests, as outlined in the report entitled “Healthy Community Initiative Fund Applications – September 9, 2024”, from the General Manager of Community Development, presented at the Community and Emergency Services Committee meeting on September 9, 2024;

AND THAT the City of Greater Sudbury directs staff to present a by-law to authorize the grants recommended in the report.

**CARRIED**

**5. Presentations**

**5.1 Shkagamik-Kwe Mental Health and Addictions Support**

Sarah Gartshore, Outreach Worker, and Jordan Assinewe, Manager of Wellness and Health Promotion, Shkagamik-Kwe Health Centre, provided an electronic presentation regarding Indigenous Mental Health and Addictions Supports provided by the Shkagamik-Kwe Health Centre, for information only.

**6. Managers' Reports**

**6.1 Standardization of Paramedic Services Automatic Mechanical Cardiopulmonary Resuscitation (CPR) Devices**

The following resolution was presented:

**CES2024-28**

Moved By Councillor Labbee

Seconded By Councillor Fortin

THAT the City of Greater Sudbury approves the standardization of the ZOLL AutoPulse® Compression devices, components and accessories manufactured by ZOLL Canada Inc., pursuant to Procurement Policy #14 – Standardization, until December 31, 2032;

AND THAT the General Manager of Community Safety, be authorized to negotiate, enter into, and execute any required Contract and any ancillary documents required to give effect thereto with an authorized distributor in a form satisfactory to the City Solicitor, as outlined in the report entitled "Standardization of Paramedic Services Automatic Mechanical Cardiopulmonary Resuscitation (CPR) Devices" from the General Manager of Community Safety, presented at the Community and Emergency Services Committee meeting on September 9, 2024.

**CARRIED**

## **6.2 Winter 2024-25 Unsheltered Homelessness Service Enhancements**

The following resolution was presented:

### **CES2024-29**

Moved By Councillor McIntosh

Seconded By Councillor Labbee

THAT the City of Greater Sudbury approves increased daytime, weekend, and overnight drop-in hours at the Samaritan Centre, operated by New Hope Outreach, to accommodate up to 25 persons from October 1, 2024, to April 30<sup>th</sup>, 2025 for a 2024 cost of \$209,527 and a 2025 cost of \$279,370;

AND THAT the City of Greater Sudbury approves re-purposing the trailer located at 24 Energy Court, previously used for the Supervised Consumption Site, to operate an overnight warming center for up to 50 people from November 1, 2024, to April 30<sup>th</sup>, 2025, with anticipated 2024 capital costs to repurpose the trailer of \$50,000 and operating costs subject to future Council approval once operating costs can be identified through conducting an Expression of Interest;

AND THAT the City of Greater Sudbury approves a Request for Proposals for a service provider to operate the overnight warming center at Energy Court to be funded through capital funding offset by any Federal funds received as outlined in the report entitled "Winter 2024-25 Unsheltered Homelessness Service Enhancements" from the General Manager of Community Development presented at the Community and Emergency Services Committee meeting on September 9, 2024.

**CARRIED**

## **6.3 Creation of a Youth Advisory Panel**

The following resolution was presented:

**CES2024-30**

Moved By Councillor Labbee

Seconded By Councillor Fortin

THAT the City of Greater Sudbury approves the creation of, and terms of reference for a Youth Advisory Panel as outlined in the report entitled “Creation of a Youth Advisory Panel” from the General Manager of Community Development presented at the Community and Emergency Services Committee meeting of September 9, 2024.

**CARRIED**

**7. Members' Motions**

**7.1 Request for Transit Service at Villa St. Gabriel Villa**

Rules of Procedure

Councillor Parent moved to waive reading of the resolution.

**CARRIED**

The following resolution was presented:

**CES2024-31**

Moved By Councillor McIntosh

Seconded By Councillor Sizer

WHEREAS Villa St. Gabriel Villa (VSGV) is a long-term care home with 128 residents, which was previously serviced in 2015 with a fixed route service level of three times per day/seven days per week, through a Council approved one year pilot project funded by Provincial Gas Tax, which was discontinued in September of 2016 due to low ridership, and replaced with more cost-effective transit service through GOVA Zone;

AND WHEREAS the circumstances have changed over the course of the pandemic, as an increasing number of staff and visitors rely on transit service due to driving being unaffordable or not possible for many;

AND WHEREAS staff and visitors of VSGV currently have a ten-minute walk from the closest drop-off at the Bonaventure Mall, on the side of the road with no sidewalks, which is particularly precarious during the winter months;

AND WHEREAS the GOVA Zone service from the Mall to VSGV, has been challenging for many in the past;

AND WHEREAS a recent survey of VSGV staff conducted by their administration indicated that:

- To access VSGV, 46 team members take the bus five or more times weekly.

- An additional 16 use transit to access work three to four times a week.
- 85% of all surveyed (96 respondents) would take the bus if VSGV had an on-site stop.

THEREFORE BE IT RESOLVED that staff be directed to present a business case for Council's consideration during the upcoming 2025 Budget deliberations for the addition of transit service hours to fixed Route 104 Azilda/Chelmsford at the Villa St. Gabriel Villa.

Rules of Procedure

Councillor McIntosh moved to amend the motion.

The following amendment was presented:

**CES2024-31-A1**

Moved By Councillor McIntosh

Seconded By Councillor Fortin

THAT the motion be amended to replace the operative clause with the following:

"THEREFORE BE IT RESOLVED that staff be directed to prepare a report that includes estimated cost and constraints and any studies or trials that have been done in the past with regard t transit services travelling to VSGV;

AND THAT the report also include an analysis and costing for the following options:

1. An increase or adjustment to the GOVA Zone service which aligns with the needs of Villa St. Gabriel Villa;
2. The addition of winter maintenance on the lit, paved path from Place Bonaventure Mall to Villa St. Gabriel Villa to provide year-round pedestrian access;
3. The addition of winter maintenance on the paved path from the end of Pinellas/Keith Avenue to Villa St. Gabriel Villa to provide year-round pedestrian access."

**CARRIED**

Rules of Procedure

Councillor Parent moved to waive reading of the resolution.

**CARRIED**

The following main resolution as amended was presented:

**CES2024-31**

Moved By Councillor McIntosh

Seconded By Councillor Sizer

As Amended:

WHEREAS Villa St. Gabriel Villa (VSGV) is a long-term care home with 128 residents, which was previously serviced in 2015 with a fixed route service level of three times per day/seven days per week, through a Council approved one year pilot project funded by Provincial Gas Tax, which was discontinued in September of 2016 due to low ridership, and replaced with more cost-effective transit service through GOVA Zone;

AND WHEREAS the circumstances have changed over the course of the pandemic, as an increasing number of staff and visitors rely on transit service due to driving being unaffordable or not possible for many;

AND WHEREAS staff and visitors of VSGV currently have a ten-minute walk from the closest drop-off at the Bonaventure Mall, on the side of the road with no sidewalks, which is particularly precarious during the winter months;

AND WHEREAS the GOVA Zone service from the Mall to VSGV, has been challenging for many in the past;

AND WHEREAS a recent survey of VSGV staff conducted by their administration indicated that:

- To access VSGV, 46 team members take the bus five or more times weekly.
- An additional 16 use transit to access work three to four times a week.
- 85% of all surveyed (96 respondents) would take the bus if VSGV had an on-site stop.

THEREFORE BE IT RESOLVED that staff be directed to prepare a report that includes estimated cost and constraints and any studies or trials that have been done in the past with regard to transit services travelling to VSGV;

AND THAT the report also include an analysis and costing for the following options:

1. An increase or adjustment to the GOVA Zone service which aligns with the needs of Villa St. Gabriel Villa;
2. The addition of winter maintenance on the lit, paved path from Place Bonaventure Mall to Villa St. Gabriel Villa to provide year-round pedestrian access;
3. The addition of winter maintenance on the paved path from the end of Pinellas/Keith Avenue to Villa St. Gabriel Villa to provide year-round pedestrian access.

**CARRIED**

**8. Correspondence for Information Only**

**8.1 Healthy Community Initiative Fund 2024 Semiannual Report**

For Information Only.

**8.2 Pioneer Manor 2024 2nd Quarter Report**

For Information Only.

**8.3 Valley East Twin Pad Multipurpose Sports Complex Update**

For Information Only.

**9. Addendum**

No Addendum was presented.

**10. Civic Petitions**

No Petitions was presented.

**11. Question Period**

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

**12. Adjournment**

Councillor Parent moved to adjourn the meeting. Time: 5:55 p.m.

**CARRIED**

# **Minutes**

## **For the Nominating Committee Meeting**

September 10, 2024  
Tom Davies Square

Present (Mayor and Councillors)	Councillor Signoretti, Councillor Benoit, Councillor Brabant, Councillor Fortin, Councillor Labbee, Councillor Sizer, Councillor McIntosh, Councillor Cormier, Councillor Leduc, Councillor Landry-Altmann, Mayor Lefebvre
Absent	Councillor Parent, Councillor Lapierre
City Officials	Ed Archer, Chief Administrative Officer, Kevin Fowke, General Manager of Corporate Services, Tony Cecutti, General Manager of Growth and Infrastructure, Joseph Nicholls, General Manager of Community Safety, Christine Hodgins, Deputy City Clerk, Rory Whitehouse, Legislative Compliance Coordinator, Regina Sgueglia, Clerk's Services Assistant, Cassandra Pierobon, Clerk's Services Assistant

**Deputy Mayor Sizer, In the Chair**

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**1. Call to Order**

The meeting commenced at 4:02 p.m.

**2. Roll Call**

A roll call was conducted.

**3. Declarations of Pecuniary Interest and the General Nature Thereof**

None declared.

**4. Managers' Reports**

**4.1 Appointment of Citizens to the Accessibility Advisory Panel**

Nominations were held to appoint members to the Accessibility Advisory Panel.

A simultaneous recorded vote was held as follows:

Councillor Signoretti: Valerie Sylvie and Dana Carbone



Councillor Benoit: Valerie Sylvie and Karen L. Wilson  
Councillor Brabant: Valerie Sylvie and Karen L. Wilson  
Councillor Fortin: Valerie Sylvie and Karen L. Wilson  
Councillor Labbée: Colette Julien Leclair and Karen L. Wilson  
Councillor McIntosh: Valerie Sylvie and Karen L. Wilson  
Councillor Cormier: Valerie Sylvie and Karen L. Wilson  
Councillor Leduc: Valerie Sylvie and Karen L. Wilson  
Councillor Landry-Altmann: Valerie Sylvie and Karen L. Wilson  
Mayor Lefebvre: Valerie Sylvie and Karen L. Wilson  
Councillor Sizer: Valerie Sylvie and Karen L. Wilson

As majority vote of Members present was received, the following resolution was presented:

**NC2024-03**

Moved By Councillor Leduc

Seconded By Councillor Benoit

THAT the City of Greater Sudbury appoints Valerie Sylvie and Karen L. Wilson to the Accessibility Advisory Panel, for the term ending November 14, 2026, as outlined in the report entitled "Appointment of Citizens to the Accessibility Advisory Panel", from the General Manager of Corporate Services, presented at the Nominating Committee on September 10, 2024.

**CARRIED**

**5. Members' Motions**

No Motions were presented.

**6. Addendum**

No Addendum was presented.

**7. Civic Petitions**

No Petitions were submitted.

**8. Question Period**

No Questions were asked.

**9. Adjournment**

Councillor Sizer moved to adjourn the meeting. Time: 4:13 p.m.

**CARRIED**

# **Minutes**

## **For the Audit Committee Meeting**

September 10, 2024  
Tom Davies Square

Present (Mayor and Councillors)	Councillor Signoretti, Councillor Fortin, Councillor McIntosh, Councillor Cormier
	Councillor Brabant, Councillor Sizer, Councillor Leduc
Absent	Councillor Lapierre
City Officials	Ed Archer, Chief Administrative Officer, Tony Cecutti, General Manager of Growth and Infrastructure, Kevin Fowke, General Manager of Corporate Services, Joseph Nicholls, General Manager of Community Safety, Ron Foster, Auditor General, Christine Hodgins, Deputy City Clerk, Rory Whitehouse, Legislative Compliance Coordinator, Regina Sgueglia, Clerk's Services Assistant, Cassandra Pierobon, Clerk's Services Assistant

### **Councillor McIntosh, In the Chair**

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#### **1. Call to Order**

The meeting commenced at 3:35 p.m.

#### **2. Roll Call**

A roll call was conducted.

#### **3. Declarations of Pecuniary Interest and the General Nature Thereof**

None declared.

#### **4. Managers' Reports**

##### **4.1 Performance Audit of the Engineering Services Division**

The following resolution was presented:

THAT the City of Greater Sudbury approves the recommendations outlined in the report entitled "Performance Audit of the Engineering

Services Division” as presented to the Audit Committee meeting on September 10, 2024.

The vote was not called during the meeting.

**5. Members' Motions**

No Motions were presented.

**6. Correspondence for Information Only**

**6.1 Independent Review of Compensation Review - Management/Non-union Group - Summary Report**

For Information Only.

**7. Addendum**

No Addendum was presented.

**8. Civic Petitions**

No Petitions were submitted.

**9. Question Period**

Councillor Signoretti arrived at 3:43 p.m.

No Questions were asked.

**10. Adjournment**

Councillor McIntosh moved to adjourn the meeting. Time: 3:43 p.m.

**CARRIED**

# **Minutes**

## **For the Finance and Administration Committee Meeting**

September 10, 2024  
Tom Davies Square

Present (Mayor and Councillors)	Councillor Signoretti, Councillor Benoit, Councillor Brabant, Councillor Fortin, Councillor Labbee, Councillor Sizer, Councillor McIntosh, Councillor Cormier, Councillor Leduc, Councillor Landry-Altmann, Mayor Lefebvre
Absent	Councillor Parent, Councillor Lapierre
City Officials	Ed Archer, Chief Administrative Officer, Kevin Fowke, General Manager of Corporate Services, Tony Cecutti, General Manager of Growth and Infrastructure, Joseph Nicholls, General Manager of Community Safety, Brendan Adair, Acting General Manager of Community Development, Joanne Kelly, Director of Human Resources and Organizational Development, Jeff Pafford, Director of Leisure Services, Meredith Armstrong, Director of Economic Development, Ron Foster, Auditor General, Liisa Lenz, Manager of Financial Planning and Budgeting, Dawn Noel de Tilly, Chief of Staff, Brigitte Sobush, Manager of Clerk's Services/Deputy City Clerk, Regina Sgueglia, Clerk's Services Assistant, Cassandra Pierobon, Clerk's Services Assistant

### **Councillor McIntosh, In the Chair**

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#### **1. Call to Order**

The meeting commenced at 4:30 p.m.

#### **2. Roll Call**

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

#### **3. Closed Session**

The following resolution was presented:

##### **FA2024-23**

Moved By Councillor McIntosh

Seconded By Councillor Cormier

THAT the City of Greater Sudbury moves to Closed Session to deal with one Personal Matters (Identifiable Individual(s)) / Labour Relations or Employee Negotiations item regarding the 2025 Budget in accordance with the Municipal Act, 2001, par. 239(2)(b) and (d).

**CARRIED**

At 4:32 p.m., the Finance and Administration Committee moved into Closed Session.

**4. Recess**

At 5:35 p.m., the Finance and Administration Committee recessed.

**5. Open Session**

At 6:05 p.m., the Finance and Administration Committee commenced the Open Session.

**6. Roll Call**

A roll call was conducted.

**7. Declarations of Pecuniary Interest and the General Nature Thereof**

None declared.

**8. Matters Arising from the Closed Session**

Councillor Cormier, as Chair of the Closed Session, reported that the Committee met in Closed Session to deal with one Personal Matters (Identifiable Individual(s)) / Labour Relations or Employee Negotiations item regarding the 2025 Budget in accordance with the Municipal Act, 2001, par. 239(2)(b) and (d). One direction emanated from the meeting.

**9. Managers' Reports**

**9.1 2025 Budget Status Update Report**

For Information Only.

**9.2 June 2024 Operating Budget Variance Report**

For Information Only.

**9.3 2025 Business Case Report**

The following resolution was presented:

**FA2024-24**

Moved By Councillor McIntosh

Seconded By Councillor Cormier

THAT the business cases presented in 'Appendix 1' of the report entitled '2025 Business Case Report' from the General Manager of Corporate

Services, presented at Finance and Administration Committee meeting on September 10, 2024, be presented for consideration during the 2025 Annual Budget Update;

AND THAT the business case entitled “Hire Full-Time Position for Road Safety Program” be deferred to 2026 budget deliberations.

Rules of Procedure

Councillor Cormier moved to amend the resolution.

The following amendment was presented:

**FA2024-24-A1**

Moved By Councillor Cormier

Seconded By Councillor Labbee

That business case #16 - Implement User Fee for Tom Davies Courtyard Event Bookings be removed from the list of business cases.

**CARRIED**

Rules of Procedure

Councillor Signoretti moved to amend the resolution.

The following amendment was presented:

**FA2024-24-A2**

Moved By Councillor Signoretti

Seconded By Councillor Benoit

THAT business case #8 - Install Attlee Avenue Speed Hump be removed from the list of business cases.

**CARRIED**

Rules of Procedure

Councillor Sizer moved to amend the resolution.

The following amendment was presented:

**FA2024-24-A3**

Moved By Councillor Sizer

Seconded By Councillor Signoretti

THAT business case #4 - Construct Sidewalk on Murray Street be removed from the list of business cases.

**CARRIED**

Rules of Procedure

Councillor Fortin moved to amend the resolution.

The following amendment was presented:

**FA2024-24-A4 - WITHDRAWN**

Moved By Councillor Fortin

Seconded By Councillor Brabant

THAT business case #3 - Implement Mattress Diversion Program be removed from the list of business cases.

Rules of Procedure

Councillor Fortin moved to withdraw their motion.

**CARRIED**

Rules of Procedure

Councillor Fortin moved to amend the resolution.

The following amendment was presented:

**FA2024-24-A5**

Moved By Councillor Fortin

Seconded By Councillor Leduc

THAT business case #2 - Enhance Pedestrian and Cycling Safety Along Notre Dame Street West (Azilda) be removed from the list of business cases.

**CARRIED**

The following main resolution as amended was presented:

**FA2024-24**

Moved By Councillor McIntosh

Seconded By Councillor Cormier

As Amended:

THAT the business cases presented in 'Appendix 1' of the report entitled '2025 Business Case Report' from the General Manager of Corporate Services, presented at Finance and Administration Committee meeting on September 10, 2024, be presented for consideration during the 2025 Annual Budget Update;

AND THAT the business case entitled "Hire Full-Time Position for Road Safety Program" be deferred to 2026 budget deliberations;



AND THAT the following business cases be removed from the list of businesses cases:

- # 16 - Implement User Fees for Tom Davies Event Bookings
- # 8 - Install Attlee Avenue Speed Hump
- # 4 - Construct Sidewalk on Murray Street
- # 2 - Enhance Pedestrian & Cycling Safety Along Notre Dame Street West (Azilda)

**CARRIED**

#### **9.4 Review of Non-Union Salary Administration Policy**

The following resolution was presented:

**FA2024-25**

Moved By Councillor McIntosh

Seconded By Mayor Lefebvre

THAT the City of Greater Sudbury Council directs staff, with assistance of an external consultant to produce, by the end of Q4 2024, a report outlining the implications associated with changes to:

- a. The list of comparators used for external salary benchmarking;
- b. The process for conducting the external market review for non-union salaries.

**CARRIED**

### **10. Members' Motions**

#### **10.1 Request for Policy for Use of Artificial Intelligence Tools**

The following resolution was presented:

**FA2024-26**

Moved By Councillor McIntosh

Seconded By Councillor Cormier

WHEREAS the City of Greater Sudbury regularly examines opportunities for improving service quality, process efficiency and cost savings as demonstrated most recently by the descriptions of progress presented in our Core Service Review and the opportunities identified by the Future Ready Development Services Subcommittee;

AND WHEREAS the rapidly evolving opportunities presented by artificial intelligence tools suggest there are new and potentially better ways to design our services and processes;

AND WHEREAS examples in the municipal sector exist, including within Greater Sudbury's administration, that illustrate the potential improvements possible from developing artificial intelligence tools as part of our service delivery systems;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs that staff develop a policy and plan for the corporation's use of artificial intelligence tools that includes advice to Council for the objectives and general principles that would inform choices about how these tools would be used including, for example, the following expected benefits and desired outcomes:

1. Enhanced Public Services
2. Improved Decision-Making
3. Predictive Analytics
4. Efficiency and Productivity
5. Cost Savings
6. Innovation

**CARRIED**

**10.2 Request for Business Case for Annual Grant for Onaping Falls Recreation Committee**

The following resolution was presented:

**FA2024-27**

Moved By Councillor Brabant

Seconded By Councillor Cormier

WHEREAS the Onaping Falls Recreation Committee is an incorporated, not-for-profit group delivering recreation programming and improving leisure infrastructure in the communities of Dowling, Levack and Onaping;

AND WHEREAS since forming in 2014 the Onaping Falls Recreation Committee has been responsible for delivering the Onaping Falls Winter Carnival, the Onaping Falls Summer Fest, power skating at the IJ Coady Arena, summer programming at the A.Y. Jackson Lookout, development of the Onaping splash pad and numerous other programs and events enhancing quality of life for residents;

AND WHEREAS the Onaping Falls Recreation Committee has made an average of 3 Grant applications per year and received an average of \$5,100 annually through Healthy Community Initiative Grant funding to support programs and events since 2015;

AND WHEREAS the Onaping Falls Recreation Committee received \$20,000 from the GSDC's Tourism Development Fund in 2023 for park signage, washroom renovations, trail development, staffing and supplies for park programming at the AY Jackson Lookout, as well as in-kind

support for tourism marketing, signage development and event support for events such as Cavalcade of Colours from Economic Development;

AND WHEREAS the Onaping Falls Recreation Committee has identified that a more stable source of annual funding is required to ensure that programs and services can continue as they are dealing with declining sponsorship and other sources of funding;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs that staff prepare a business case for the 2025 budget process which identifies an annual grant and alternatives for funding sources for the Onaping Falls Recreation Committee.

**CARRIED**

**11. Correspondence for Information Only**

**11.1 Exit Interview Policy and Process**

For Information Only.

**12. Addendum**

No Addendum was presented.

**13. Civic Petitions**

No Petitions were submitted.

**14. Question Period**

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

**15. Adjournment**

Councillor McIntosh moved to adjourn the meeting. Time: 7:36 p.m.

# **Minutes**

## **For the Planning Committee Meeting**

September 16, 2024  
Tom Davies Square

Present (Mayor and Councillors)	Councillor Fortin, Councillor Cormier, Councillor Leduc, Councillor Landry-Altmann
Absent	Councillor Lapierre
City Officials	Kris Longston, Director of Planning Services, Alex Singbush, Manager of Development Approvals, Stephen Monet, Manager of Environmental Planning Initiative, Robert Webb, Supervisor of Development Engineering, Guido Mazza, Chief Building Official, Melissa Riou, Senior Planner, Ed Landry, Senior Planner, Stephanie Poirier, Senior Planner, Brigitte Sobush, Manager of Clerk's Services/Deputy City Clerk, Rory Whitehouse, Clerk's Services Assistant, Cassandra Pierobon, Clerk's Services Assistant

### **Councillor Cormier, In the Chair**

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#### **1. Call to Order**

The meeting commenced at 11:32 a.m.

#### **2. Roll Call**

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

#### **3. Closed Session**

The following resolution was presented:

##### **PL2024-132**

Moved By Councillor Fortin

Seconded By Councillor Landry-Altmann

THAT the City of Greater Sudbury moves to Closed Session to deal with three Proposed or Pending Acquisition or Disposition of Land Matters, the first regarding Bancroft Drive, Sudbury, the second regarding Damaris Crescent, Sudbury, and the third regarding Laura Street, Hanmer, in accordance with Municipal Act, 2001, par 239 (2)(c).

## **CARRIED**

At 11:33 a.m., the Planning Committee moved into Closed Session.

### **4. Recess**

At 12:16 p.m., the Planning Committee recessed.

### **5. Open Session**

At 1:00 p.m., the Planning Committee commenced the Open Session.

### **6. Roll Call**

A roll call was conducted.

### **7. Declarations of Pecuniary Interest and the General Nature Thereof**

None declared.

### **8. Public Hearings**

#### **8.1 6 Lindsley Street, Falconbridge**

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

Kailey Boivin, agent for the applicant, and Mark Comba, the applicant were present.

Stephanie Poirier, Senior Planner, outlined the report.

The Planning Department staff responded to questions from the Committee members.

The applicant provided comment and responded to questions from the Committee members.

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

The Public Hearing was closed, and the Planning Committee resumed to discuss and vote on the application.

Rules of Procedure

Councillor Cormier moved to waive reading of the resolution.

## **CARRIED**

The following resolution was presented:

### **PL2024-133**

Moved By Councillor Fortin

Seconded By Councillor Landry-Altmann

THAT the City of Greater Sudbury approves the application by Mark & Louise Comba to amend Zoning By-law 2010-100Z by changing the zoning on the subject lands from “C2” General Commercial to the “C2(S)” General Commercial Special Zone on those lands described as PIN 73490-0094, Parcel 41942, Plan M-1039 Lot 255, Concession 3, Lot 12, Township of Falconbridge, as outlined in the report entitled “6 Lindsley Street, Falconbridge” from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on September 16, 2024, subject to the following conditions:

- 1) That the accessory building and retaining wall encroaching onto the subject lands be removed from the subject lands to the satisfaction of the Director of Planning Services.
- 2) That the amending zoning by-law include the following site-specific provisions:
  - a) In addition to the uses permitted in a CS Zone, a single detached dwelling shall also be permitted in accordance with the zoning standards of the R1-5 Zone; and
  - b) Notwithstanding section 4.15.4, a 1.8 m tall opaque fence along all lot lines abutting a residential zone shall be the only planting strip requirement.
- 3) That conditional approval shall lapse on September 16<sup>th</sup>, 2026 unless Condition #1 above has been met or an extension has been granted by Council.

YEAS: (4): Councillor Fortin, Councillor Cormier, Councillor Leduc, and Councillor Landry-Altmann

Absent (1): Councillor Lapierre

**CARRIED (4 to 0)**

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

**8.2 3161 Herold Drive, Sudbury**

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

Darien Sweeney, the applicant was present.

Stephanie Poirier, Senior Planner, outlined the report.

The applicant provided comment.

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

The Public Hearing was closed, and the Planning Committee resumed to discuss and vote on the application.

Rules of Procedure

Councillor Cormier moved to waive reading of the resolution.

**CARRIED**

The following resolution was presented:

**PL2024-134**

Moved By Councillor Fortin

Seconded By Councillor Landry-Altmann

THAT the City of Greater Sudbury approves the application by 1973696 Ontario Inc. to amend Zoning By-law 2010-100Z by changing the zoning on the subject lands from “M2” Light Industrial Zone to the “M2(S)” Light Industrial Special Zone on those lands described as PINs 73478-0569, 73478-0053, Parcels 30898 & 51027, Plan 53R-12531 Part 9, Plan 53R-13340 Parts 3 & 6, Plan SR-548 Part 1, Lot 3, Concession 5, Township of Broder, as outlined in the report entitled “3161 Herold Drive, Sudbury” from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on September 16<sup>th</sup>, 2024, subject to the following condition:

- 1) That the amending zoning by-law include the following site-specific provision:
  - a) In addition to the uses permitted in a M2 Zone, a professional office shall also be permitted.

YEAS: (4): Councillor Fortin, Councillor Cormier, Councillor Leduc, and Councillor Landry-Altmann

Absent (1): Councillor Lapierre

**CARRIED (4 to 0)**

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

**8.3 Additional Dwelling Units – Official Plan and Zoning By-law Amendments**

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

Ed Landry, Senior Planner, outlined the report.

The Planning Department staff responded to questions from the Committee members.

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

The Public Hearing was closed, and the Planning Committee resumed to discuss and vote on the application.

The following resolution was presented:

**PL2024-135**

Moved By Councillor Landry-Altmann

Seconded By Councillor Fortin

THAT The City of Greater Sudbury approves the proposed Official Plan Amendment 134 and related Zoning by-law Amendments, and directs staff to prepare the necessary by-laws, as outlined in the report entitled “Additional Dwelling Units – Official Plan and Zoning By-law Amendments”, from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on September 16, 2024.

YEAS: (4): Councillor Fortin, Councillor Cormier, Councillor Leduc, and Councillor Landry-Altmann

Absent (1): Councillor Lapierre

**CARRIED (4 to 0)**

The following resolution was presented:

**PL2024-136**

Moved By Councillor Landry-Altmann

Seconded By Councillor Fortin

THAT The City of Greater Sudbury directs staff to return by the end of Q1 2025, with policy options regarding fourth units as of right, as outlined in the report entitled “Additional Dwelling Units – Official Plan and Zoning By-law Amendments”, from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on September 16, 2024.

YEAS: (4): Councillor Fortin, Councillor Cormier, Councillor Leduc, and Councillor Landry-Altmann

Absent (1): Councillor Lapierre

**CARRIED (4 to 0)**

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

**9. Matters Arising from the Closed Session**



Councillor Cormier, as Chair of the Closed Session, reported that the Committee met in Closed Session to deal with three Proposed or Pending Acquisition or Disposition of Land Matters, the first regarding Bancroft Drive, Sudbury, the second regarding Damaris Crescent, Sudbury, and the third regarding Laura Street, Hanmer, in accordance with Municipal Act, 2001, par 239 (2)(c). Three recommendations emanated from the meeting.

The following resolution was presented:

**PL2024-137**

Moved By Councillor Cormier

Seconded By Councillor Fortin

THAT the City of Greater Sudbury authorize a lease agreement with Meals on Wheels (Sudbury), for the continued use of space located at 1127 Bancroft Drive, Sudbury, for a five-year term, with one option to renew for an additional five-year term;

AND THAT the City of Greater Sudbury directs staff to prepare a by-law to authorize the lease agreement and the execution of the agreement.

**CARRIED**

The following resolution was presented:

**PL2024-138**

Moved By Councillor Cormier

Seconded By Councillor Fortin

THAT the City of Greater Sudbury authorize the transfer of unopened Damaris Crescent, Sudbury, legally described as PIN 73587-0396(LT), Damaris Cres, Plan M-133, City of Greater Sudbury, by way of grant;

AND THAT the City of Greater Sudbury directs staff to prepare a by-law to authorize the transfer by way of grant and the execution of the documents required to complete the real estate transaction.

**CARRIED**

Rules of Procedure

Councillor Cormier moved to waive reading of the resolution.

**CARRIED**

The following resolution was presented:

**PL2024-139**

Moved By Councillor Cormier

Seconded By Councillor Fortin

THAT the City of Greater Sudbury authorize the sale of the unopened road allowances, one foot reserve blocks, turn-around blocks, and park purposes lots on deemed plan of subdivision 53M-1146, legally described as: PIN 73508-1133(LT) James Street, PIN 73508-1134(LT) Laura Street, PIN 73508-1135(LT) Roger Street, PIN 73508-1136(LT) Gladu Crescent, PIN 73508-1141(LT) Block 67, PIN 73508-1140(LT) Block 68, PIN 73508-1139(LT) Block 69, PIN 73508-1138(LT) Block 70, PIN 73508-1137(LT) Block 71, PIN 73508-1145(LT) Lot 40, PIN 73508-1144(LT) Lot 41, PIN 73508-1143(LT) Lot 47, and PIN 73508-1142(LT) Lot 48, all on Plan 53M-1146, part of Lot 11, Concession 2, Township of Capreol, City of Greater Sudbury;

AND THAT the City of Greater Sudbury directs staff to prepare a by-law to authorize the sale of land and the execution of the documents required to complete the real estate transaction;

AND THAT the net proceeds of the sale be credited to the Parks Section 50 Reserve. Fifty percent of the funds shall be allocated for the acquisition of parkland based on the adopted priority list outlined in the Green Space Advisory Panel report, as amended, and the other fifty percent of the funds shall be allocated for the acquisition of parkland or park development in Ward 6.

**CARRIED**

**10. Consent Agenda**

The following resolution was presented:

**PL2024-140**

Moved By Councillor Fortin

Seconded By Councillor Landry-Altmann

THAT the City of Greater Sudbury approves Consent Agenda item 10.1.1.

**CARRIED**

The following are the Consent agenda items:

**10.1 Routine Management Reports**

**10.1.1 South Bay Road, Sudbury – OPA Extension 2024**

**PL2024-141**

Moved By Councillor Fortin

Seconded By Councillor Landry-Altmann

THAT the City of Greater Sudbury amends Resolution PL2023-140, being an amendment to Resolution PL2021-152, pertaining to an application for Official Plan Amendment File 3701-6/21-001, as outlined in the report entitled “South Bay Road, Sudbury”, from the General Manager of Growth and Infrastructure, presented at the

Planning Committee meeting on September 16<sup>th</sup>, 2024, by deleting condition #3 and replacing with the following:

3. Conditional approval shall lapse on September 28<sup>th</sup>, 2025 unless Condition 1 above has been met or an extension has been granted by Council.

**CARRIED**

**11. Members' Motions**

No Motions were presented.

**12. Addendum**

No Addendum was presented.

**13. Civic Petitions**

No Petitions were submitted.

**14. Question Period**

No Questions were asked.

**15. Adjournment**

Councillor Fortin moved to adjourn the meeting. Time: 1:44 p.m.

**CARRIED**

## 2023 Greater Sudbury Development Corporation Annual Report

Presented To:	City Council
Meeting Date:	October 22, 2024
Type:	Presentations
Prepared by:	Meredith Armstrong Economic Development
Recommended by:	Chief Administrative Officer

### Report Summary

This report and presentation provide information regarding the 2023 Annual Report of the City of Greater Sudbury Community Development Corporation, operating as the Greater Sudbury Development Corporation, or GSDC.

### Relationship to the Strategic Plan, Health Impact Assessment and Climate Action Plans

This report refers to operational matters.

### Financial Implications

There are no financial implications associated with this report.

### Background

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

The Operating Agreement in place between the City of Greater Sudbury and the GSDC confirms a shared understanding of the roles and responsibilities of the GSDC Board in terms of its work with the City, including with City Council as well as the CGS Economic Development Division.

The October 22 presentation to Council will provide an overview of the GSDC 2023 Annual Report.

### Economic Recovery - Talent Attraction, Retention & Lifestyle Promotion

While the pandemic is behind us, economic challenges linger and economic recovery continues to be a priority. The GSDC Board provides support and resources to advance the ongoing objectives of the Economic Recovery Strategic Plan, which identified two areas of priority: Talent Attraction, Retention and Lifestyle Promotion, and Downtown Revitalization.

As part of the overall workforce development strategy, the City of Greater Sudbury continued to promote the

Hit Refresh/Se renouveler talent attraction initiative, funded by the GSDC, to attract and provide information to potential residents. Results indicate 47 individuals engaged to explore living and working in Greater Sudbury, and 14 jobs were secured for candidates. With GSDC support, the campaign is being updated and will be launched in fall of 2024.

The GSDC continued to support the Rural Northern Immigration Pilot (RNIP) program through Immigration, Refugees and Citizenship Canada (IRCC), which has been a crucial component to address the needs of local employers seeking talent, since the program's inception in 2019. In 2023 there were 524 applications approved, and 1,024 total newcomers to the community when family members are included. To date, our community has welcomed approximately 1,400 applicants, which translates to 2,700 new residents, and has served over 700 employers.

## **Economic Recovery – Downtown Revitalization**

The success of economic recovery in Downtown Sudbury is attributed to the many partnerships across multiple sectors, including the partnership between the GSDC and the Downtown Sudbury BIA. The BIA's Clean Up program and Live + Outside activities are bringing residents and visitors to the downtown core. Projects such as YES Theatre's Refettorio, which launched in August 2023, and events such as Up Here 9 and the Jazz Sudbury Festival brought attendees downtown to enjoy and experience the art community and provided additional foot traffic and business to nearby restaurants.

## **A Robust Entrepreneurship Ecosystem**

The Sudbury Catalyst Fund (SCF), supported by the GSDC, is a unique venture capital fund administered by the Nickel Basin Federal Development Corporation in collaboration with the City of Greater Sudbury, FedNor and NORCAT, with the goal to accelerate the growth of tech startups. In 2023, the fund invested \$250,000 in CircuitIQ, a company employing patented circuit-tracing technology and advanced mapping software. Having relocated to Greater Sudbury, CircuitIQ has been able to create 27 new jobs.

Through the City's Regional Business Centre, the Starter Company Plus program provides mentoring, training and the opportunity of a grant up to \$5,000 to start, grow or buy a small business. The program is partially funded through the GSDC. In 2023 there were 22 approved participants, 12 business plans submitted, and a total of 12 grants distributed totaling \$60,000.

A priority of both the City's 2019-2027 Strategic Plan and the GSDC's Economic Recovery Strategic Plan, the Innovation Quarters (IQ) is a cornerstone in efforts to foster economic development, attract new businesses, and ignite entrepreneurship in our region. In 2023 the IQ incubation program received 47 applications, nurturing 19 companies. Post-program, participating entrepreneurs created 10 new jobs, contributing to 51 total positions. Participating companies also secured \$178,000 in NOHFC Internship funding, further enhancing their operational capacity.

## **Funding**

- In 2023, the GSDC board approved \$692,840 in funding through the Community Economic Development program (CED). These dollars leveraged supported seven projects across numerous sectors and contributed to the total combined project value of \$3,009,009.
- These projects represent job growth and economic benefits to the community, and are a positive indication of the success of the program, as every dollar of CED funding helped these projects access an additional \$5.20 in additional project funding.
- These are dollars contributed to the GSDC through Council's approved budget process. The funding is provided conditionally based on confirmation of funding from other sources such as NOHFC and FedNor. While the information indicates the approved total funding, the contributions are often disbursed over a number of years once a project has met specific milestones and demonstrated agreed-upon deliverables.

- The GSDC continues to support creative industries through the Arts and Culture Grant Program. In 2023 the program supported 32 organizations with a total of \$604,066 of funding. This contributes to a total economic impact of \$5,152,364 in public sector revenue, and \$2,583,900 in private sector revenue, and represents 87 full-time equivalent positions supported.
- The Tourism Development Fund (TDF) was established by the GSDC to promote and grow the tourism industry in Greater Sudbury by directing funds for tourism marketing and product development opportunities. The TDF is supported by the revenue generated by the Municipal Accommodation Tax (MAT) collected annually by the City of Greater Sudbury. In 2023, the TDF provided \$481,425 to numerous community projects, including \$100,000 specifically dedicated to the film industry through the Film Sponsorship Stream.

The 2023 GSDC Annual Report covers the funding mentioned above in greater detail and showcases additional events and projects that were supported throughout the year, such as the Cambrian College BEV Lab and the 2023 Curling Canada events that took place in Greater Sudbury. The annual report is posted on [investsudbury.ca](https://investsudbury.ca) and is made available as a web-friendly format that can also be printed on demand in both languages.

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

## Resources Cited

2023 GSDC Annual Report – [English](https://investsudbury.ca/wp-content/uploads/2020/02/GSDC_AR_2023_ENG-FINAL.pdf) (https://investsudbury.ca/wp-content/uploads/2020/02/GSDC\_AR\_2023\_ENG-FINAL.pdf)

2023 GSDC Annual Report – [French](https://investsudbury.ca/wp-content/uploads/2020/02/GSDC_AR_2023_FRN-FINAL.pdf) (https://investsudbury.ca/wp-content/uploads/2020/02/GSDC\_AR\_2023\_FRN-FINAL.pdf)



# 2023

annual report



Greater  
Sudbury  
Development  
Corporation



## Mission

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





Over the past year, it has been a privilege to work alongside City Council and our partners as we advance entrepreneurship, harness local strengths, and drive the revitalization of our downtown. Greater Sudbury continues to attract new investments while steadfastly supporting our local businesses. We are fueling economic growth, creating jobs, and reinforcing our position as the business hub of Northern Ontario.

The Greater Sudbury Development Corporation (GSDC) board of directors is composed of dedicated community leaders who are not only advocates for our city but are also deeply committed to the City's mission to stimulate growth and prosperity. With a keen understanding of the needs of both businesses and residents, the board takes a proactive approach, endorsing innovative projects and advancements. Our members are encouraged to build new connections and leverage their networks to attract talent, promote business development, and enhance the quality of life for our residents.

Recognizing the critical importance of attracting and retaining talent, the GSDC actively supports the City's initiatives and projects. The Rural and Northern Immigration Pilot program has played a pivotal role in bringing diverse talent to our region and providing vital support to newcomers. Immigration is fundamental to expanding our population and economy, and in fostering a diverse and welcoming community. We are excited about the next phase of the program and new pilots, and we stand ready to assist in any way possible.

The GSDC remains committed to fostering innovative ideas and opportunities across various sectors, attracting potential businesses, and forging new partnerships. This commitment is evident in our continued support of the BEV In-Depth: Mines to Mobility conference, our partnership with the Downtown Business Improvement Area (BIA), and the many events and projects backed by the Tourism Development Fund (TDF). These initiatives, along with numerous others we support, contribute to the growth of our economy, increase business investment, and showcase our expertise and resources.

We sincerely appreciate the ongoing support from City Council as we work together to build a more dynamic and prosperous future for Greater Sudbury. The board and I are eager to continue collaborating with a wide range of stakeholders as we invest in our city's future, ensuring its sustained success and growth.

Thank you. Merci beaucoup. Miigwech.



**Jeff Portelance**

Chair, Greater Sudbury Development Corporation



# 2023 GSDC Investments through the Community Economic Development Fund

On behalf of City Council and with the support of Economic Development staff, the GSDC administers the Community Economic Development (CED) fund. This funding is available to not-for-profit entities within the City of Greater Sudbury, with projects that provide economic benefit to the community.

Project	Detail	Total Investment
<b>Studio NORCAT</b>	With GSDC support, NORCAT recruited and hired two highly qualified individuals to create new training programs through VR technology. This allows NORCAT to significantly expand their training opportunities to a broader clientele. <b>The total final project value was \$175,878</b>	<b>\$150,000</b>
<b>Food Policy Council Food Systems Coordinator</b>	In 2023 the GSDC funded a Food Policy Coordinator on a two-year contract at the City. This individual is supporting the implementation of the Greater Sudbury Food Policy Council Strategic Plan, assisting food and agricultural businesses, and supporting increased communication initiatives. <b>The total final project value was \$220,000</b>	<b>\$200,000</b>
<b>BEV In-Depth: Mines to Mobility 2023 Conference</b>	Following the successful inaugural conference in 2022, the GSDC supported the second BEV In-Depth: Mines to Mobility Conference for 2023. The conference attracted more than 270 delegates for the two-day event. <b>The total final project value was \$84,646</b>	<b>\$30,000</b>

Project	Detail	Total Investment
<b>MineConnect Promotional Initiatives</b>	In 2023, the GSDC supported two key promotional initiatives for MineConnect, aimed at enhancing the market presence and support for over 300 mining supply and service companies in Sudbury. <b>The total estimated project value is \$387,840</b>	<b>\$100,000</b>
<b>OECD Mining Regions Case Study</b>	In 2019 the GSDC supported the Organisation for Economic Co-operation and Development (OECD) Conference of Mining Regions and Cities, happening October 8–11, 2024 in Greater Sudbury. In 2023 the GSDC provided additional support for a case study that explores the strengths and opportunities of the Northern Ontario mining ecosystem, with a focus on Indigenous opportunities; set to be released in 2025. <b>Total case study project cost is estimated to be \$274,022</b>	<b>\$60,000</b>
<b>Downtown Sudbury Welcoming Streets Initiative/ Propel Project</b>	The Downtown Sudbury BIA teamed up with the Propel Welcoming Streets project to provide two support workers to Downtown Sudbury. These workers are a direct support line for businesses and local populations, filling service gaps and helping some of our most vulnerable while making Downtown Sudbury more welcoming. <b>Total project cost \$229,937</b>	<b>\$122,840</b>
<b>Indie Cinema Programming and Operations</b>	The Sudbury Indie Cinema has become a staple in the arts community since opening in 2019; since then, they have increased from 60 screenings per year to 60 per month. The GSDC provided funding in 2023 to support operating costs and programming. <b>Total project cost \$1,636,686</b>	<b>\$30,000</b>

**Total Project Value  
\$3,009,009**

**Total Dollars Leveraged in 2023  
\$692,840**

**Every \$1 invested leverages an additional \$5.20 in other funding**

# Economic Recovery

While the pandemic is now behind us, economic challenges linger, and economic recovery continues to be a priority for the City of Greater Sudbury. The GSDC Board provides support and resources to advance the ongoing objectives of the Economic Recovery Strategic Plan, which identified two areas of priority: Talent Attraction, Retention and Lifestyle Promotion, and Downtown Revitalization.

The Board has approved specific actions under the two areas of priority:

## Talent Attraction, Retention And Lifestyle Promotion

As part of the overall workforce development strategy, we continued to promote the Hit Refresh/Se renouveler talent attraction initiative, funded by the GSDC, to attract and provide information to potential Greater Sudbury residents. The campaign was promoted in various magazines, social media campaigns, billboards, and a dedicated website which saw over 8,600 visitors throughout 2023. Results indicate 47 individuals engaged to explore living and working in Greater Sudbury, and 14 jobs were secured for candidates. With GSDC support, the campaign is being updated for launch in fall of 2024.

**The Rural Northern Immigration Pilot (RNIP)** program through Immigration, Refugees and Citizenship Canada (IRCC), has been a crucial component to address the needs of local employers seeking specialized and skilled talent. The GSDC was identified to play a key role in the oversight and implementation of the program for Greater Sudbury.

The GSDC has provided funding and support since the program’s inception in 2019, with our community welcoming approximately 1,400 applicants, which translates to 2,700 new residents when family members are included\*. **To date, the program has served over 700 employers in the Greater Sudbury area.**

\* At time of printing.

## RNIP in 2023



524

approved applications



1,024

total newcomers to the  
Greater Sudbury community



95%

of RNIP candidates retained  
over the first three years



## Downtown Revitalization

As economic recovery continues downtown, its success is attributed to the many partnerships across multiple sectors, including the partnership between the GSDC and the Downtown Sudbury BIA. The BIA's Clean Up program and Live + Outside activities are bringing residents and visitors to the downtown core and boosting economic opportunities.

The support of the City and the GSDC have helped to advance downtown projects such as YES Theatre's Refettorio, which launched in August 2023, captivating audiences and providing additional foot traffic and business to nearby restaurants. Events in 2023 such as Up Here 9 and the Jazz Sudbury Festival brought attendees downtown to enjoy and experience the art community.

We continue to educate the Greater Sudbury business community and stakeholders on opportunities and resources available to support development downtown.



Photo Credit: Juan Echavarria

## A Welcoming and Open Community

**Innovation**  
in Greater Sudbury

**Thursday,  
October 12, 2023  
5:30 – 8 p.m.**

**Vale Cavern, Science North**

**Networking at 5:30 p.m.**

**Presentations at 6 p.m.,  
followed by Q&A**

RSVP by Friday, October 6, 2023  
gsdc@greatersudbury.ca

The Greater Sudbury Innovation Blueprint captures a vision for our community's future and outlines specific steps we can take together to get us there, in alignment with the City's strategic goals and objectives and leveraging all of the exciting initiatives already underway.

We'll welcome back Dr. Dan Breznitz, award-winning author of *Innovation in Real Places: Strategies for Prosperity in an Unforgiving World*, to Greater Sudbury for a special evening to discuss what's next as we seize the incredible opportunities ahead of us.

**Sudbury** **Sudbury**

**Throughout 2023, the GSDC supported numerous community events:**

- Laurentian University's Goodman School of Mines Gold Challenge
- Innovation in Greater Sudbury – An Evening with Dan Breznitz
- BEV In-Depth: Mines to Mobility 2023
- Urban Transformation – Learning from Rotterdam virtual session with Jan Knikker

# A Robust Entrepreneurship Ecosystem

## Sudbury Catalyst Fund

In 2017, the GSDC identified the creation of a new Greater Sudbury based venture capital fund as a priority. The GSDC has invested \$1 million toward its establishment, which leveraged additional funding of \$1 million from the Nickel Basin Federal Development Corporation and \$3.3 million from FedNor. These investments bring the **total value of the Sudbury Catalyst Fund (SCF) to \$5.3 million.**

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

Established with the goal to accelerate the growth of tech startups, the SCF is building northern Ontario's entrepreneurial ecosystem by investing in and supporting a diverse portfolio of high-growth companies.

### **In 2023, the fund made the following investment:**

\$250,000 in CircuitIQ, a company employing patented circuit-tracing technology and advanced mapping software, leveraging a wireless multi-circuit plug-and-play smart tool to optimize electrical circuit mapping and analysis. CircuitIQ has relocated to Greater Sudbury from southern Ontario, leading to the creation of 27 jobs.

The SCF's investment in CircuitIQ brings the total amount of investments made by the fund to \$1.22 million, following previous investments in IRegained, Verv Technologies and REPerformance.

## Starter Company Plus

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



82

applications to participate



22

participants



12

submitted business plans



12

grants distributed  
totaling \$60,000



## **Downtown Sudbury Business Incubator – Innovation Quarters/ Quartiers de l'innovation (IQ)**

A priority of both the City's 2019-2027 Strategic Plan and GSDC's Economic Recovery Strategic Plan, the IQ is a cornerstone in efforts to foster economic development, attract new businesses, and ignite entrepreneurship in our region. Coordinated by the City's Regional Business Centre, the program is a collaboration between the City of Greater Sudbury, NORCAT and the Greater Sudbury Chamber of Commerce.

In 2023 the IQ incubation program received 47 applications, nurturing 19 companies. Post-program, participating entrepreneurs created 10 new jobs, contributing to 51 positions. Participating companies also secured \$178,000 in NOHFC Internship funding, further enhancing their operational capacity.

**\$1.16 M**

in funding from GSDC  
from 2021-2025





# Business Support

## Employment Land Strategy

City Council with the support of the GSDC, approved the Employment Land Strategy (ELS) to foster economic growth and support a diversified economy. The strategy ensures that the City is well positioned to respond to Employment Land needs by considering future trends, projected demand, land supply, municipal services, incentives and other tools to support future growth and economic changes.

In alignment with Council's strategic direction, in 2023 the GSDC supported the multi-year implementation plan for the ELS that will further support business development and attraction efforts to Greater Sudbury.



# Global Leader in BEV Technology

As a global leader in the adoption of Battery Electric Vehicle (BEV) technology in mining and mine electrification, Greater Sudbury plays a vital role in the battery electric supply chain's advancements. In the spring of 2023, the second **BEV In-Depth: Mines to Mobility** conference was launched bringing together leaders from across the mining and automotive sector in Canada. The event received support from the GSDC to help forge new relationships and showcase the incredible talent and expertise we have in Greater Sudbury.

The GSDC is continuing to invest in local environmental research efforts through the **Centre for Mine Waste Biotechnology**, a project being led by MIRARCO Mining Innovation. The Centre will stimulate a robust environmental and clean technology cluster in Greater Sudbury. Support from the GSDC will support the Phase 3 Implementation Plan to advance the Centre. The GSDC is proud to have supported this exciting and innovative project since its earliest stages in 2015.

In 2020, the GSDC approved \$250,000 in support to the **Cambrian College BEV Lab project**. The project was estimated to have a total cost of \$2.8 million, however at the time of completion, the total project costs were \$4.2 million and counting. The Cambrian BEV Lab opened in 2023, and features equipment for BEV prototyping and testing. It is the only public research facility in Canada to focus on mining and heavy-duty electric equipment with the capacity to test vehicles' electric motors up to 600 kilowatts.



# A Nationally Recognized Centre of Artistic Excellence, Vibrancy and Creativity

As an economic driver with long-term impacts, the GSDC continues to support creative industries through the Arts and Culture Grant Program, which the Board administers on behalf of the City, with coordination of Economic Development staff.

In 2023, funding from the Arts and Culture Operating Grant Program supported the community by assisting in generating revenue and job creation. Total economic impact includes:



**\$5,152,364**  
in public sector  
revenue



**\$2,583,900**  
in private sector revenue



**\$2,549,701**  
in earned  
revenue



**81,715**  
in public attendance  
at activities



**1,188**  
arts and culture  
activities for the public



**87**  
FTE staff positions  
supported

## Arts and Culture Grants



**32**  
organizations supported through funding



**\$604,066**  
total value of funding provided



**17**  
total awarded to project-based arts  
and culture activities



**15**  
total awarded to support operations of  
local arts and cultural organizations

*Based on 2022-23 Operating Grant statistics submitted by grant recipients to Canadian Arts Data/  
Données sur les arts au Canada (CADAC)*

2023 Arts and Cultural Grant Program		Project Stream Recipients	Awarded
Applicant	Awarded	Afro Women & Youth Foundation	\$2,500
Carrefour francophone de Sudbury	\$56,500	Afrofest Sudbury	\$3,000
Centre franco-ontarien de folklore	\$11,000	Canadian Gujarati Cultural Association of Northern Ontario	\$2,975
Cinefest: The Sudbury Film Festival Inc.	\$54,000	City of Lakes Music Society	\$3,500
Galerie du Nouvel-Ontario	\$48,700	Fierté Sudbury Pride	\$7,500
Jazz Sudbury	\$32,500	India Canada Association	\$2,500
Le Salon du livre du Grand Sudbury	\$35,755	Japan Festival Sudbury	\$2,500
Le Théâtre du Nouvel-Ontario Inc.	\$57,000	N'Swakamok Native Friendship Center	\$6,000
Les Concerts La Nuit sur l'étang	\$16,200	Rayside Balfour Whitewater Brush Art & Palette Club	\$2,500
Myths and Mirrors Community Arts Incorporated	\$25,500	Sudbury Music Festival	\$2,500
Northern Lights Festival Boréal	\$45,000	Sudbury Performance Group	\$10,000
Prise de parole Inc.	\$37,000	Sudbury Writer's Guild	\$2,500
Sudbury Downtown Independent Cinema Co-operative Corp.	\$20,000	Sudbury Youth Orchestra	\$1,300
Sudbury Symphony Orchestra	\$30,000	Ukrainian National Federation of Sudbury	\$2,999
Sudbury Theatre Centre	\$15,000	We Live Up Here Urban Arts	\$20,000
Youth Entertaining Sudbury Theatre	\$15,000	Wordstock Sudbury Literary Festival	\$10,000
<b>Total Operating Grant Stream</b>	<b>\$499,155</b>	Young Sudbury Singers	\$3,000
		<b>Total for Project Stream Grant</b>	<b>\$85,274</b>



# One of Ontario's Top Tourism Destinations

## Tourism Development Fund

The Tourism Development Fund (TDF) was established by the GSDC to promote and grow the tourism industry in Greater Sudbury by directing funds for tourism marketing and product development opportunities. It is managed by the GSDC's Tourism Development Committee, a sub-committee of the GSDC Board composed of board members and tourism leaders in our community.

The TDF is supported by the revenue generated by the Municipal Accommodation Tax (MAT) collected annually by the City of Greater Sudbury. Since the launch of the fund in **June 2020, \$1,380,050 in funding has been approved.**

As a key priority, the GSDC continues to fund the development and expansion of tourism attractions ensuring Greater Sudbury remains a vibrant and thriving place to live, work and play.

**In 2023, the TDF provided \$481,425 to the following community projects**

<b>\$40,000</b>	Place des Arts – Marketing Strategy
<b>\$6,000</b>	CSRA - Snowcross – Sudbury Pro Snowcross 2023
<b>\$45,000</b>	Kivi Park – Events Coordinator
<b>\$20,000</b>	Onaping Falls Recreation Committee - AY Jackson Lookout Enhancement Project
<b>\$18,000</b>	Sudbury Classic Cruisers – Sudbury CAREs 2023
<b>\$100,000</b>	YES Theatre – Summer Concert Series
<b>\$12,425</b>	Xterra – Conquer the Crater
<b>\$100,000</b>	We Live Up Here 9 – Festival Series
<b>\$20,000</b>	Big Nickel Cricket Club – Capreol Cricket Pitch Enhancements
<b>\$20,000</b>	Northern Screams Party & Attractions – Halloween 2023
<b>Film Sponsorship Stream</b>	
<b>\$50,000</b>	New Metric Media
<b>\$50,000</b>	Forty Acres Productions







## Major Events in Greater Sudbury

With the support of the TDF, City staff work to attract major events and conferences to Greater Sudbury, in alignment with the City's objectives for economic capacity, investment readiness and community vibrancy.

In 2023, the GSDC continued its investment in the pursuit of meetings, conventions, and sports tourism, and attracted several conferences and sporting events that took place in 2023.

- 2023 Curling Canada events
- Geological Association of Canada and Mineralogical Association of Canada annual meeting
- Travel Media Association of Canada annual conference
- Ontario Association of Architects Annual Conference



# The Greater Sudbury Development Corporation

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## 2023 GSDC Board of Directors

### GSDC Board Chair

#### Jeff Portelance

Director, Business Development  
Walden Group

### 1st Vice Chair (TDC Chair)

#### Corissa Blaseg

General Manager, Crosscut Distillery

### 2nd Vice Chair

#### Shawn Poland

Vice President External Partnerships  
Strategic Enrolment, Cambrian College

### Community Economic Development (CED) Chair

#### Richard Picard

Senior Manager, Commercial Sales  
TD Commercial Banking

### Member-at-Large

#### Mike Ladyk

Partner, 3rdLine Studios

### Secretary/Treasurer

#### Meredith Armstrong

Director of Economic Development,  
City of Greater Sudbury

## 2023 GSDC Board Members

#### Jennifer Abols

Director of Projects, Alamos Gold Inc.

#### Moe Alaeddine

Regional Coach, BDC

#### Corissa Blaseg

General Manager, Crosscut Distillery

#### Anna Frattini

Manager, Business Development and  
Relationships, PCL Construction

#### Stella Holloway

Vice President, MacLean Engineering

#### Natalie Labbé

Councillor, City of Greater Sudbury

#### Mike Ladyk

Partner, 3rdLine Studios

#### Bruno Lalonde

President and CEO, NSS Canada

#### Bill Leduc

Councillor, City of Greater Sudbury

#### Tim Lee

Area Director, DSH Hospitality

#### Paul Lefebvre

Mayor, City of Greater Sudbury

#### Sherry Mayer

Vice-President of Operations,  
Indigenous Tourism Ontario

#### Boris Naneff

President and Owner,  
Rainbow Concrete Industries Ltd.

#### Sihong Peng

Founder, Minax Inc.

#### Richard Picard

Senior Manager, Commercial Sales,  
TD Commercial Banking

#### Shawn Poland

Vice President External Partnerships,  
Strategic Enrolment, Cambrian College

#### Jeff Portelance

Director, Business Development,  
Walden Group

#### Mark Signoretti

Councillor, City of Greater Sudbury

## 2023 Departing Board Members

#### Jennifer Abols

Director of Projects, Alamos Gold Inc.

#### Moe Alaeddine

Regional Coach, BDC

#### Mike Ladyk

Partner, 3rdLine Studios

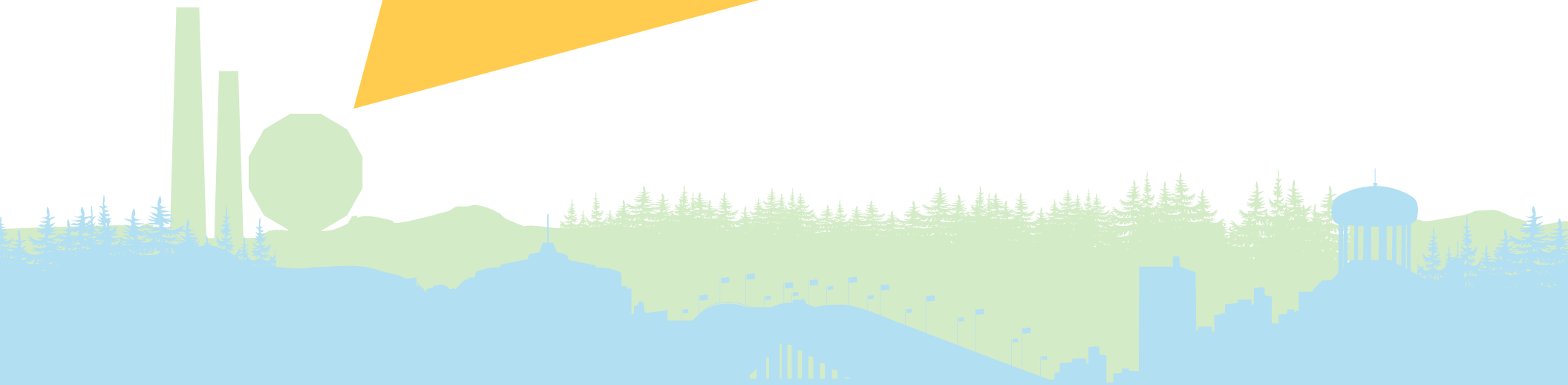
#### Sihong Peng

Founder, Minax Inc.

## Vision

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

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







# rapport annuel 2023



Société de  
développement  
du Grand  
Sudbury



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## Mission

La SDGS assume un rôle de leadership essentiel en relevant les défis du développement économique. Elle travaille avec les intervenants communautaires pour cultiver l'entrepreneuriat, rehausser les forces locales et stimuler le développement continu d'une ville dynamique et saine.



C'était pour nous un privilège de travailler tout au cours de l'année passée avec le Conseil municipal et nos partenaires à l'avancement de l'entrepreneuriat, à la mise en oeuvre des forces locales et au progrès de la revitalisation de notre centre-ville. Le Grand Sudbury continue d'attirer de nouveaux investissements tout en continuant d'appuyer solidement ses entreprises locales. Nous stimulons la croissance économique et la création d'emplois et nous renforçons ainsi notre position comme le principal centre des affaires du nord de l'Ontario.

Le conseil d'administration de la Société de développement du Grand Sudbury (SDGS) est composé de leaders dévoués à la communauté qui ne se limitent pas à promouvoir les intérêts de la collectivité, mais qui s'occupent aussi d'aider la Ville dans sa mission de rehausser la croissance et la prospérité. Éclairé par sa bonne connaissance des besoins des entreprises et des résidents, le conseil d'administration agit proactivement en appuyant des projets et des avancées qui font preuve d'innovation. Nous encourageons les membres de notre conseil à créer de nouveaux liens et à mobiliser leurs réseaux professionnels pour aider à attirer les talents, à promouvoir le développement du milieu des affaires et à améliorer la qualité de vie de nos résidents.

Parce que la SDGS reconnaît qu'il est crucialement important d'attirer et de garder des personnes de talent, elle soutient activement les initiatives et les projets de la Ville qui visent cet objectif. Le Projet pilote d'immigration vers les communautés rurales et du Nord a joué un rôle clé en attirant vers notre région un éventail diversifié de personnes talentueuses et en fournissant aux nouveaux arrivants des services de soutien essentiels. L'immigration est fondamentale pour assurer notre expansion démographique et économique et développer notre collectivité diversifiée et accueillante. Nous voyons venir avec un vif

intérêt la prochaine phase du programme et de nouveaux projets pilotes et nous sommes prêts à y apporter notre aide de toutes les manières possibles.

La SDGS s'applique toujours à soutenir des idées innovatrices et des possibilités prometteuses dans divers secteurs, à attirer de futures entreprises et à établir de nouveaux partenariats. Nous manifestons cet engagement par notre soutien continu au congrès « VEB en profondeur : des mines à la mobilité », notre partenariat avec le Secteur d'aménagement commercial du centre-ville de Sudbury (BIA) et notre appui à de nombreux événements et projets par l'entremise du Fonds de développement touristique. Ces initiatives, ainsi que de nombreuses autres initiatives que nous appuyons, aident à faire grandir notre économie, à augmenter les investissements des entreprises et à faire valoir nos expertises et nos ressources.

Nous apprécions sincèrement le soutien continu du Conseil municipal alors que nous travaillons de pair pour bâtir un avenir plus dynamique et prospère pour le Grand Sudbury. Notre conseil d'administration et moi-même tenons à continuer de collaborer avec un large éventail d'intervenants alors que nous investissons dans les succès futurs et la croissance continue de notre ville.

Merci beaucoup. Miigwech. Thank you.



**Jeff Portelance**

Président de la Société de développement du Grand Sudbury



# Investissements de la SDGS par l'entremise du Fonds de développement économique communautaire en 2023

Au nom du Conseil municipal et avec le soutien du personnel municipal du département du Développement économique, la SDGS administre le Fonds de développement communautaire économique communautaire (FDCE). Ce fonds sert à appuyer des organismes sans but lucratif du Grand Sudbury qui mènent des projets qui apportent des bienfaits économiques à la collectivité.

Projet	Aperçu	Montant investi
Studio NORCAT	Avec le soutien de la SDGS, NORCAT a recruté et embauché deux personnes hautement qualifiées afin de créer de nouveaux programmes de formation axée sur la technologie de la réalité virtuelle. NORCAT pourra ainsi offrir ses formations à une clientèle plus vaste. <b>La valeur totale de ce projet s'est chiffrée à 175 878 \$.</b>	150 000 \$
Conseil de la politique alimentaire Coordinateur des systèmes alimentaires	En 2023, la SDGS a financé un coordonnateur de la politique alimentaire dans le cadre d'un contrat de deux ans à la Ville. Cette personne appuie la mise en œuvre du Plan stratégique du Conseil de la politique alimentaire du Grand Sudbury, aide les entreprises alimentaires et agricoles et appuie les initiatives de communication accrues. <b>La valeur totale du projet s'est chiffrée à 220 000 \$.</b>	200 000 \$
Congrès VEB en profondeur : des mines à la mobilité 2023	Après le succès de la conférence inaugurale de 2022, le SDGS a soutenu la deuxième conférence VEB en profondeur : des mines à la mobilité 2023. La conférence a attiré plus de 270 délégués sur deux jours. <b>La valeur totale du projet s'est chiffrée à 84 646 \$.</b>	30 000 \$
Initiatives promotionnelles MineConnect	En 2023, le SDGS a soutenu deux initiatives promotionnelles clés pour MineConnect, visant à renforcer la présence sur le marché et le soutien de plus de 300 entreprises d'approvisionnement et de services miniers à Sudbury. <b>La valeur totale estimée du projet est de 387 840 \$.</b>	100 000 \$



Projet	Aperçu	Montant investi
<b>Étude de cas sur les régions minières de l'OCDE</b>	En 2019, la SDGS a soutenu la Conférence des régions et villes minières de l'Organisation de coopération et de développement économiques (OCDE), qui se tiendra du 8 au 11 octobre 2024 dans le Grand Sudbury. En 2023, la SDGS a fourni un soutien supplémentaire pour une étude de cas qui explore les forces et les opportunités de l'écosystème minier du Nord de l'Ontario, en mettant l'accent sur les opportunités autochtones, dont la publication est prévue pour 2025. <b>La valeur totale estimée du projet est de 274 022 \$.</b>	60 000 \$
<b>Initiative des rues accueillantes du centre-ville de Sudbury et projet Propel</b>	Le Secteur d'aménagement commercial du centre-ville de Sudbury a fait équipe avec le projet Propel Welcoming Streets pour fournir deux travailleurs de soutien au secteur du centre-ville. Ces travailleurs constituent une ligne de soutien directe pour les entreprises et les populations locales, comblant les lacunes dans les services et aidant certaines des personnes les plus vulnérables tout en rendant le centre-ville de Sudbury plus accueillant. <b>Le coût total de ce projet est de 229 937 \$.</b>	122 840 \$
<b>Programmation et exploitation du cinéma indépendant</b>	La salle de cinéma indépendante Sudbury Indie Cinema est bien présente dans la communauté artistique depuis son ouverture en 2019. Depuis ce temps, le nombre de films projetés est passé de 60 par année à 60 par mois. La SDGS a fourni en 2023 du financement visant les frais d'exploitation et la programmation. <b>Le coût total de ce projet se chiffre à 1 636 686 \$.</b>	30 000 \$

**Valeur totale des projets en 2023 :  
3 009 009 \$**

**Total des investissements à effet de levier :  
692 840 \$**

**Chaque dollar investi a attiré 5,20 \$ en fonds provenant d'autres sources**

# La relance économique

Bien que la pandémie soit maintenant chose du passé, les défis économiques persistent et la reprise économique continue d'être une priorité pour le Grand Sudbury. Le conseil d'administration de la SDGS fournit du soutien et des ressources à la poursuite des objectifs du Plan stratégique pour la relance économique, qui cerne deux domaines prioritaires : attirer et garder les talents / promouvoir la qualité de vie; et revitaliser le centre-ville.

Le conseil d'administration a approuvé des actions spécifiques à ces deux domaines prioritaires.

## Attirer et garder les talents / Promouvoir la qualité de vie

Dans le cadre de la stratégie générale du développement de la main-d'œuvre, nous avons continué à promouvoir l'initiative d'attraction des talents « Hit Refresh / Se renouveler », financée par la SDGS, pour attirer de nouveaux résidents et renseigner des résidents potentiels du Grand Sudbury. Cette campagne a été diffusée dans diverses revues, dans les médias sociaux, sur des panneaux publicitaires et dans un site Web qui lui est consacré et qui a attiré plus de 8600 visiteurs en 2023. Les résultats indiquent que **47 personnes ont examiné la possibilité** d'habiter et de travailler dans le Grand Sudbury et que 14 emplois ont été obtenus pour les candidats et candidates. Avec le soutien de la SDGS, la campagne fait l'objet d'une mise à jour qui sera lancée en 2024.

**Le Programme pilote d'immigration dans les communautés rurales et du Nord (PICRN)**, un programme sous l'égide d'Immigration, Réfugiés et Citoyenneté Canada (ICC), a été d'une importance cruciale pour répondre aux besoins des employeurs locaux à la recherche de personnes ayant des compétences et des talents spécialisés. La SDGS a été appelée à jouer un rôle clé dans la supervision et l'exécution de ce programme pour le Grand Sudbury.

La SDGS a fourni des fonds et du soutien au programme depuis sa création en 2019. Notre communauté a accueilli environ 1400 candidats et candidates sélectionnés, ce qui équivaut à 2700 nouveaux résidents lorsqu'on tient compte des membres de leurs familles\*. Jusqu'à présent, le programme a **aidé plus de 700 employeurs** dans le Grand Sudbury.

## Le PICRN en 2023 :



**524**

candidatures approuvées



**1 024**

nouveaux arrivants dans le  
Grand Sudbury



**95%**

des personnes choisies par le  
PICRN sont restées pendant les trois  
premières années

## Revitalisation du centre-ville

La relance économique du centre-ville se poursuit et son succès est attribuable à de nombreux partenariats dans plusieurs secteurs, dont le partenariat entre la SDGS et le Secteur d'aménagement commercial du centre-ville.

Le programme de nettoyage du centre-ville et les mesures qui encouragent les activités à l'extérieur attirent des résidents et des visiteurs vers le centre-ville et augmentent les possibilités économiques.

Le soutien de la Ville et de la SDGS a aidé à faire avancer divers projets au centre-ville, dont YES Theatre Refettorio, Up Here 9 et le festival Jazz Sudbury.

Nous continuons d'informer la communauté des affaires et les intervenants du Grand Sudbury sur les possibilités et les ressources disponibles pour soutenir le développement du centre-ville.



Crédit photo : Juan Echavarría

## Une communauté accueillante et ouverte

**L'innovation**  
au Grand Sudbury



**Jeudi**  
**12 octobre 2023**  
**17 h 30 – 20 h**  
**Caverne Vale, Science Nord**

**Réseau à 17 h 30**  
**Présentations à 18 h, suivies**  
**d'une période de questions**

Le Plan détaillé pour l'innovation du Grand Sudbury traduit une vision de l'avenir de notre collectivité et présente les étapes précises que nous pouvons suivre ensemble pour la réaliser, conformément aux buts et objectifs stratégiques de la municipalité ainsi qu'en misant sur les initiatives stimulantes déjà amorcées.

Nous souhaitons de nouveau la bienvenue à Dan Breznitz au Grand Sudbury, auteur primé de l'ouvrage *Innovation in Real Places: Strategies for Prosperity in an Unforgiving World*. Durant une soirée spéciale, il discutera des prochains aspects salons que nous saisissons les occasions incroyables devant nous.

RSVP d'ici au vendredi 6 octobre 2023  
[gsdc@greatersudbury.ca](mailto:gsdc@greatersudbury.ca)



### En 2023, la SDGS a soutenu de nombreux événements communautaires :

- Le Défi d'or Goodman de l'École des mines Goodman de l'Université Laurentienne
- L'innovation dans le Grand Sudbury – une soirée avec Dan Breznitz
- Congrès VEB en profondeur : des mines à la mobilité 2023
- La transformation urbaine – Session virtuelle sur les enseignements de Rotterdam avec Jan Knikker

# Un robuste écosystème de l'entrepreneuriat

## Le Fonds catalyseur de Sudbury

En 2017, la SDGS a priorisé la création d'un nouveau fonds de capital de risque basé dans le Grand Sudbury. La SDGS a investi un million de dollars pour établir le fonds, ce qui a attiré des apports d'un million de dollars de la Société fédérale de développement du Bassin de nickel et de 3,3 millions de FedNor. Ces investissements ont fait passer **la valeur totale du Fonds catalyseur de Sudbury (FCS) à 5,3 millions de dollars.**

Le FCS est un fonds de capital de risque administré par la Société fédérale de développement du Bassin de nickel en collaboration avec la Ville du Grand Sudbury, FedNor et NORCAT. Établi dans le but d'accélérer la croissance de jeunes entreprises technologiques, le FCS fait grandir l'écosystème de l'entrepreneuriat dans le nord de l'Ontario en fournissant des fonds et du soutien à un portefeuille diversifié d'entreprise à fort potentiel de croissance.

### En 2023, le fonds a fait cet investissement :

250 000 \$ dans CircuitIQ, une entreprise qui utilise sa technologie brevetée pour la schématisation de circuits au moyen d'un outil intelligent multicircuit sans fil à exécution automatique qui optimise l'analyse et la schématisation des circuits électriques. Circuit IQ a quitté le sud de l'Ontario pour s'installer dans le Grand Sudbury, ce qui a mené à la création de 27 emplois.

L'investissement du FCS dans CircuitIQ fait passer le total des investissements du fonds à 1,22 million de dollars, à la suite d'investissements dans IRegained, Verv Technologies et REPerformance.

## Entreprise en démarrage Plus

Sous l'égide du Centre régional des affaires, le programme Entreprise en démarrage Plus fournit du mentorat, de la formation et la possibilité d'obtenir une subvention pouvant atteindre 5000 \$ pour fonder, agrandir ou acheter une petite entreprise. Ce programme est financé en partie par la SDGS.



82

demandes de participation en 2023



22

participants



12

plans d'affaires soumis



12

subventions totalisant 60 000 \$



## Les Quartiers de l'innovation / Innovation Quarters – incubateur d'entreprises au centre-ville de Sudbury

Priorité établie dans le Plan stratégique de 2019-2027 de la Ville et dans le Plan stratégique pour la relance économique de la SDGS, les Quartiers de l'innovation sont au cœur des efforts de stimuler le développement économique, d'attirer de nouvelles entreprises et de stimuler l'entrepreneuriat dans notre région. Ce programme coordonné par le Centre régional des affaires de la Ville est une collaboration entre la Ville du Grand Sudbury et la Chambre de commerce du Grand Sudbury.

En 2023, le programme d'incubateur d'entreprises des Quartiers de l'innovation a reçu 47 demandes et a aidé 19 entreprises à se développer. À la suite de leur participation au programme, les entrepreneuses et entrepreneurs participants ont créé 10 nouveaux emplois, ce qui a contribué à 51 postes. Les entreprises participantes ont aussi obtenu 178 000 \$ en fonds pour les programmes de stages de la SGFPNO, ce qui a aussi renforcé leur capacité opérationnelle.

# 1,16 million

de financement de la part  
du SDGS de 2021-2025





# Soutien aux entreprises

## Mise en œuvre de la Stratégie de viabilisation de terrains pour la création d'emplois

Le Conseil municipal, soutenu par la SDGS, a approuvé la Stratégie de viabilisation de terrains pour la création d'emplois (SVTCE) dans le but de soutenir la croissance économique et de soutenir une économie diversifiée. Cette stratégie permet à la Ville de bien se positionner pour répondre aux besoins en matière de terrains propices à la création d'emplois en tenant compte des tendances futures, de la demande prévue, de la disponibilité des terrains, des services municipaux, des mesures d'incitation et d'autres outils qu'il faut pour soutenir la croissance future et répondre aux changements économiques.

En suivant l'orientation stratégique établie par le Conseil municipal, en 2023 la SDGS a soutenu le plan pluriannuel de mise en œuvre de la SVTCE qui aidera à soutenir les efforts de développer et d'attirer des entreprises dans le Grand Sudbury.





# Un chef de file mondial pour la technologie des VEB

Au printemps de 2023, le deuxième **congrès BEV en profondeur : des mines à la mobilité** a rassemblé des leaders provenant de tous les secteurs de l'industrie minière et de l'industrie automobile au Canada. La SDGS a soutenu cet événement pour aider à nouer de nouvelles relations et à mettre en relief le talent et l'expertise incroyables que possède le Grand Sudbury.

La SDGS continue d'investir dans la recherche environnementale locale dans le cadre du **Centre de biotechnologie des résidus miniers**, un projet mené par Innovation minière MIRARCO. Le Centre stimulera le développement robuste d'une grappe industrielle des technologies environnementales et des technologies propres dans le Grand Sudbury. Le soutien de la SDGS visera la phase 3 du plan de mise en œuvre du centre.

En 2020, la SDGS a accordé 250 000 \$ pour soutenir le projet de **laboratoire de VEB de Cambrian College**. Le coût estimé du projet avait été estimé à 2,8 millions, mais une fois mené à terme, le coût total se chiffrait 4,2 millions et plus. Le laboratoire de VEB de Cambrian Collège, qui a ouvert ses portes en 2023. C'est le seul centre de recherches public au Canada qui se concentre sur l'équipement minier et l'équipement lourd et qui a la capacité de tester les moteurs électriques de jusqu'à 600 watts.



# Un centre d'excellence, de dynamisme et de créativité artistique reconnu à l'échelle nationale

À titre d'animateur économique visant les impacts à long terme, la SDGS continue de soutenir les industries créatives au moyen de son Programme de subventions aux arts et à la culture, que son conseil d'administration gère au nom de la Ville en collaboration avec le personnel du département du Développement économique.

En 2023, les fonds fournis par le volet des subventions de fonctionnement ont soutenu la communauté en aidant à générer des revenus et à créer des emplois. L'impact économique total comprend :



**5 152 364 \$**  
en revenus du  
secteur public



**2 583 900 \$**  
en revenus du  
secteur privé



**2 549 701 \$**  
en revenus  
propres



**81 715**  
spectateurs aux  
activités



**1 188**  
activités artistiques et  
culturelles pour le grand public



**87**  
emplois ETP  
soutenus

*Selon les données soumises par les bénéficiaires de subventions de fonctionnement à Canadian Arts Data / Données sur les arts au Canada (CADAC)*

## Programme de subventions aux arts et à la culture



**32**

organismes bénéficiaires de subventions



**604 066 \$**

valeur totale des subventions



**17**

subventions de projets d'activités  
artistiques et culturelles



**15**

subventions de fonctionnement aux  
organismes artistiques et culturels

## Subventions aux arts et à la culture en 2023

Demandeurs	Montant accordé en 2023
Carrefour francophone de Sudbury	56 500 \$
Centre franco-ontarien de folklore	11 000 \$
Cinefest : The Sudbury Film Festival Inc.	54 000 \$
Galerie du Nouvel-Ontario	48 700 \$
Jazz Sudbury	32 500 \$
Le Salon du livre du Grand Sudbury	35 755 \$
Le Théâtre du Nouvel-Ontario Inc.	57 000 \$
Les Concerts La Nuit sur l'étang	16 200 \$
Myths and Mirrors Community Arts Incorporated	25 500 \$
Northern Lights Festival Boréal	45 000 \$
Prise de parole Inc.	37 000 \$
Sudbury Downtown Independent Cinema Co operative Corp.	20 000 \$
Sudbury Symphony Orchestra	30 000 \$
Sudbury Theatre Centre	15 000 \$
Youth Entertaining Sudbury Theatre	15 000 \$
<b>Total du volet des subventions de fonctionnement</b>	<b>499 155 \$</b>

Demandeur	Montant accordé en 2023
Afro Women & Youth Foundation	2500 \$
Afrofest Sudbury	3000 \$
Canadian Gujarati Cultural Association of Northern Ontario	2975 \$
City of Lakes Music Society	3500 \$
Fierté Sudbury Pride	7500 \$
India Canada Association	2500 \$
Japan Festival Sudbury	2500 \$
N'Swakamok Native Friendship Centre	6000 \$
Rayside-Balfour Whitewater Brush Art & Palette Club	2500 \$
Sudbury Music Festival	2500 \$
Sudbury Performance Group	10 000 \$
Sudbury Writer's Guild	2500 \$
Sudbury Youth Orchestra	1300 \$
Ukrainian National Federation of Sudbury	2999 \$
We Live Up Here Urban Arts	20 000 \$
Wordstock Sudbury Literary Festival	10 000 \$
Young Sudbury Singers	3000 \$
<b>Total du volet des subventions de projet</b>	<b>85 274 \$</b>



# Une des principales destinations touristiques de l'Ontario

## Tourism Development Fund

La SDGS a mis sur pied le Fonds de développement touristique (FDT) afin de promouvoir et d'agrandir l'industrie du tourisme dans le Grand Sudbury en affectant des fonds à des possibilités de marketing et de développement de produits touristiques. Ce fonds est géré par le comité du développement touristique de la SDGS, qui est un sous-comité du conseil d'administration regroupant des membres du conseil et des leaders du secteur touristique dans notre communauté.

Le FDT est soutenu par les revenus générés par la taxe municipale d'hébergement (TMH) perçu annuellement par la Ville du Grand Sudbury. Depuis la création du fonds **en juin 2020, des subventions totalisant 1 380 050 ont été approuvées.**

La SDGS continue de considérer comme une priorité essentielle le financement du développement et de l'expansion d'attractions touristiques pour assurer que le Grand Sudbury demeure un endroit dynamique et florissant où habiter, travailler et s'amuser.

**En 2023, le FDT a fourni 418 425 \$ à ces projets communautaires :**

40 000 \$	Place des Arts – stratégie de marketing
6 000 \$	CSRA – Snowcross – Sudbury Pro Snowcross 2023
45 000 \$	Parc Kivi – poste de coordination d'événements
20 000 \$	Comité des loisirs d'Onaping – projet d'embellissement du belvédère AY Jackson
18 000 \$	Sudbury Classic Cruisers — Sudbury CARes 2023
100 000 \$	YES Theatre – série de concerts d'été
12 425 \$	Xterra – Conquer the Crater
100 000 \$	We Live Up Here 9 – série festivalière
20 000 \$	Big Nickel Cricket Club – améliorations au terrain de cricket de Capreol
20 000 \$	Northern Screams Party & Attractions – Halloween 2023
<b>Volet commandite de films</b>	
50 000 \$	New Metric Media
50 000 \$	Forty Acres Productions





# Événements majeurs dans le Grand Sudbury

Avec le soutien du Fonds de développement touristique, le personnel municipal cherche à attirer vers le Grand Sudbury des événements majeurs et des congrès en s'alignant sur les objectifs de la Ville en matière de capacité économique, de préparation pour l'investissement et de vitalité communautaire.

En 2023, la SDGS a continué d'investir dans les efforts visant à attirer des réunions, des congrès et des événements sportifs touristiques. Plusieurs congrès et événements sportifs ont eu lieu en 2023.

- Tournoi de Curling Canada 2023
- Assemblée annuelle de l'Association géologique du Canada et de l'Association minéralogique du Canada
- Congrès annuel de l'Association des médias du voyage du Canada
- Congrès annuel de l'Association des architectes de l'Ontario



# La Société de développement économique du Grand Sudbury

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## Conseil d'administration de la SDGS 2023

### Président du conseil

#### Jeff Portelance

directeur du développement commercial,  
Walden Group

### Première vice-présidente (présidente du CDT)

#### Corissa Blaseg

directrice générale, Crosscut Distillery

### Deuxième vice-président

#### Shawn Poland

vice-président aux partenariats  
externes et au recrutement stratégique,  
Cambrian College

### Président du comité du développement économique communautaire

#### Richard Picard

gestionnaire principal aux ventes  
commerciales, Services bancaires  
commerciaux TD

### Membre sans portefeuille

#### Mike Ladyk

partenaire, 3rdLine Studios

### Secrétaire/trésorière

#### Meredith Armstrong

directrice du Développement économique,  
Ville du Grand Sudbury

## Membres du conseil d'administration de la SDGS 2023

#### Jennifer Abols

directrice de projets, Alamos Gold Inc.

#### Moe Alaeddine

accompagnateur régional, BDC

#### Corissa Blaseg

directrice générale, Crosscut Distillery

#### Anna Frattini

gestionnaire du développement des affaires et  
des relations, PCL Construction

#### Stella Holloway

vice-présidente, MacLean Engineering

#### Natalie Labbée

conseillère municipale, Ville du Grand Sudbury

#### Mike Ladyk

associé, 3rdLine Studios

#### Bruno Lalonde

président-directeur général, NSS Canada

#### Bill Leduc

conseiller municipal, Ville du Grand Sudbury

#### Tim Lee

directeur de district, DSH Hospitality

#### Paul Lefebvre

maire, Ville du Grand Sudbury

#### Sherry Mayer

vice-présidente aux opérations,  
Tourisme autochtone Ontario

#### Boris Naneff

président et propriétaire,  
Rainbow Concrete Industries Ltd.

#### Sihong Peng

fondateur, Minax Inc.

#### Richard Picard

gestionnaire principal aux ventes  
commerciales, Services bancaires  
commerciaux TD

#### Shawn Poland

vice-président aux partenariats externes et au  
recrutement stratégique, Cambrian College

#### Jeff Portelance

directeur du développement commercial,  
Walden Group

#### Mark Signoretti

conseiller municipal, Ville du Grand Sudbury

## Membres sortants en 2023

#### Jennifer Abols

directrice de projets, Alamos Gold Inc.

#### Moe Alaeddine

accompagnateur régional, BDC

#### Mike Ladyk

associé, 3rdLine Studios

#### Sihong Peng

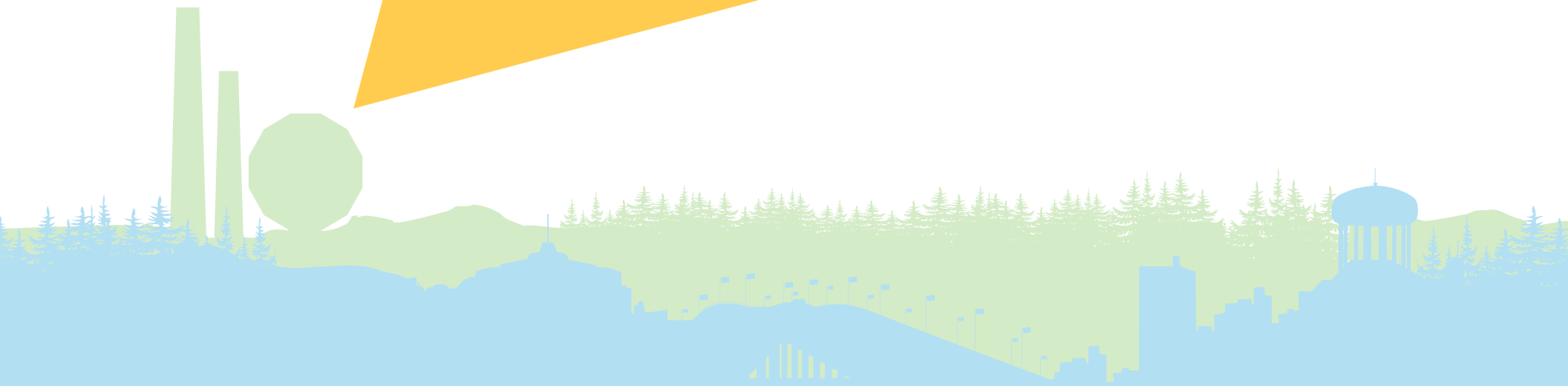
fondateur, Minax Inc.



# Vision

## **Le plan stratégique de 2015-2025 Faisons fond sur du solide (FFS) / From the Ground Up**

La SDGS œuvre à la réalisation de la vision globale du plan stratégique, qui est d'attirer les personnes, les services, les entreprises et les investissements qu'il faut pour générer 10 000 nouveaux emplois d'ici 2025 et d'atteindre un niveau inégalé pour la qualité du milieu, la qualité de vie et la prospérité économique.





## **Sustainable Waste Strategy 2025-2035**

Presented To:	City Council
Meeting Date:	October 22, 2024
Type:	Presentations
Prepared by:	Renée Brownlee Environmental Services
Recommended by:	General Manager of Growth and Infrastructure

## **Report Summary**

This presentation and report provide recommendations for a 10-year Solid Waste Management Master Plan for adoption by City Council.

## **Resolution**

THAT the City of Greater Sudbury adopt the 2025-2035 Solid Waste Management Master Plan named the Sustainable Waste Strategy to guide the City's long term plan for waste service delivery and management from 2025 to 2035 as detailed in the consultant's report attached as Appendix 1 and as outlined in the report entitled "Sustainable Waste Strategy 2025-2035" from the General Manager of Growth and Infrastructure presented at the City Council meeting on October 22, 2024.

## **Relationship to the Strategic Plan, Health Impact Assessment and Climate Action Plans**

This presentation refers to Asset Management and Service Excellence as well as Climate Change goals as outlined in the 2019-2027 Strategic Plan.

This presentation supports progress towards Council's Community Energy & Emission Plan goal of achieving 90% solid waste diversion by 2050 and contributes to progressing the overall goal of net zero emissions.

## **Financial Implications**

There are no financial implications associated with this report. If the Sustainable Waste Strategy is adopted by Council, Staff will present individual implementation plans and business cases for the recommended actions for Council's consideration as part of future budget development processes.

## **Background**

Dillon Consulting has been retained for the purpose of updating the Solid Waste Management Master Plan which has been named the Sustainable Waste Strategy (SWS). The plan development was divided into four phases:

- 1) Assess the current state - completed
- 2) Envision the future state - completed
- 3) Determine how to move from the current to future state – Options, goals and performance measurement - completed
- 4) Development of a 10-year Solid Waste Management Master Plan – completion pending Council adoption of the plan

The plan recommended by Dillon Consulting is attached as Appendix 1 and supports the presentation delivered to Council. The report provides a consolidated summary of:

- the plan development, and internal and public consultation;
- the assessment of the City's current waste management systems and their achievements to date;
- 18 recommended actions that involve changes for the low and high density residential sector, the non-residential sector, municipal facilities, and public spaces as well as improvements to waste management systems and assets;
- the recommended implementation timeline and an estimate financial impact for each action; and
- the impacts and achievements that the plan will have in supporting the City's strategic plans and progressing Community Energy and Emissions Plan goals.

On September 9, 2024, the Operations Committee passed Resolution OP2024-21-A1 directing Staff as follows:

*“THEREFORE IT BE RESOLVED that staff are directed to provide additional information in the presentation of the Master Plan to Council on October 22, 2024 regarding means to enforce additional diversion throughout the City of Greater Sudbury to address the lack of adequate and effective diversion within the sectors other than low density, including its own facilities.*

*AND IT BE FURTHER RESOLVED that the report includes enforcement recommendations on how non-residents of the City of Greater Sudbury can be prevented from using City landfills.”*

The plan responds to the above noted Resolution in section 2.1.1 of the Sustainable Waste Strategy attached to this report as Appendix 1.

## Next Steps

To achieve the waste and emissions reduction targets, Staff recommend beginning the planning and implementation (if applicable) of the 2025 actions recommended in the SWS strategy timeline (Figure 1). The 2025 actions and the rationale for planning and implementation in 2025 are listed below:

- 1) **Recovery of Waste Management Costs** - plan and implement – Approximate cost \$47,000 one-time cost

This recommended action could impact how services are delivered and how they are funded. Based on decisions made by Council when considering these options, there could be specifications that would be valuable to include at the time of bidding in the upcoming re-tendering of multi-year (7 to 10 years) landfill and waste collection contracts. Some waste services benefit the user more than the entire population. Should Council decide to recover costs for certain services through user fees rather than increasing the tax levy, these options could be included in future year budgets. This action may also impact the future development of the organics expansion plan to the high density residential and non-residential sectors.

2) **Clear bag program** (community wide) – plan and implement – Approximate cost \$70,000 one-time cost

The clear bag program is an opportunity to encourage waste separation habits while the City operates a manual roadside collection program. The SWS suggests considering an automated cart collection system in the next waste collection tender. This tender expires in February 2028 (or 2029 if extended by one year) leaving a limited window of opportunity to shift habits should Council decide to implement an automated cart collection system. The clear bag program will educate low density residential households and households in multi -residential properties who have a roadside waste collection agreement on how to properly separate waste into garbage, recycling and organics streams prior to expanding organics to the non-residential sector where there is less accountability from the users of waste containers and contamination could discourage participation or put additional pressure on the City's processing system. For the high density residential and all non-residential sectors, the clear bag program encourages higher rates of Blue Box recycling diversion upon its immediate implementation and is intended to include organics once the program is expanded to these sectors. Of all the recommended actions in the SWS, the clear bag program is expected to provide the highest return in increased diversion, decreased waste and reduction of greenhouse gases.

3) **Bulk waste collection program review** – plan – Approximate cost \$40,000 one-time cost

Council should decide how it would like to deliver bulk (i.e. furniture, appliances and electronics) collection in the future. Changing the collection approach or implementing user fees should be determined prior to issuing the next waste collection contract. The current waste collection contract expires in February 2028 (or 2029 if extended by one year). A new successful bidder should be chosen two years in prior to the new tender commencement date to leave bidders substantial time to procure the appropriate equipment and trucks. This means that the new tender needs to be released in 2026 (or 2027 if the existing contract is extended by one year). Therefore, specification to include in the collection contract need to be determined in 2025.

4) **Preferred collection system** – plan – Approximate cost \$90,000 one-time cost

This action will provide options for roadside collection via automated cart collection, and partial or full user pay models. The current waste collection contract expires in February 2028 (or 2029 if extended by one year). A new successful bidder should be chosen two years in prior to the new tender commencement date to leave bidders substantial time to procure the appropriate equipment and trucks. This means that the new tender needs to be released in 2026 (or 2027 if the existing contract is extended by one year). Therefore, specification to include in the collection contract need to be determined in 2025.

5) **Conduct waste composition studies** – plan and implement – Approximate cost \$50,000 on-going annual operational cost

The Blue Box program is set to transition in April 2025 and producers will take full responsibility for the program effective January 1, 2026. Waste audits for all sectors are recommended prior to full producer responsibility. This will gauge the effectiveness of the program because municipalities have a vested interest in ensuring that landfill space is not used up with waste that should be diverted. In addition, waste audits will provide a better understanding of the composition of waste in all sectors (low and high density residential, and non-residential). This will create a baseline upon which progress can be measured and improvements can be focused.

6) **Review leaf and yard collection program** – plan – Approximate cost \$20,000 one-time cost

This action will review the unsustainable practice of collecting and composting grass clippings to reduce the amount of waste being handled. It will also provide options to consider adjusting leaf and yard collection service levels to match the seasonality of this waste type. Both considerations could impact the future waste collection contract. The current waste collection contract expires in February 2028 (or 2029 if extended by one year). A new successful bidder should be chosen two years in prior to the new

tender commencement date to leave bidders substantial time to procure the appropriate equipment and trucks. This means that the new tender needs to be released in 2026 (or 2027 if the existing contract is extended by one year). Therefore, specification to include in the collection contract need to be determined in 2025.

7) **Organic Waste processing capacity and funding** – plan – Approximate cost \$85,000 one-time cost

This action is necessary to facilitate the future expansion of the organic diversion program to the high density residential and non-residential sectors. The current organics processing capacity is reserved primarily for the low density residential sector where there is already an approved service level for the collection and processing of organics. To determine any necessary investment to obtain additional processing capacity, a study must be undertaken to select the preferred organics processing method/system that could include aerobic systems, anerobic digestion, shipping to another processing facility or partnerships.

8) **Landfill compaction equipment** – plan – Approximate cost \$100,000 one-time cost and \$3,500 on-going annual operational cost

Waste compaction is an essential operating requirement in landfill management. Higher compaction rates equate to more waste filling per area. Landfill owners strive to reach the highest compaction rates possible to increase asset life. Technology now exists to monitor the landfill operator's compaction rates throughout each day. This information is invaluable for contract management and asset maintenance. It also allows the City to set the highest reasonable operating standards within its contract specifications. The landfill contract is expiring in May 2026 and the new contract specifications are currently being drafted. Moving forward with this recommended action will allow staff to include specifications in the contract terms.

Figure 1

Implementation Timeline of SWS Actions	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>Reduce</b>											
Create local circular economy opportunities		P	I	M							
<b>Recycle</b>											
Recovery of waste management costs	P&I	M			I	M					
Clear garbage bag program	P&I	M									
Enhance roadside collection		P	I	M							
Bulky waste collection program review	P	I	M								
Preferred future collection system	P	I	M								
Enhance diversion at municipal facilities		P&I	M								
Conduct waste composition studies	P&I	M									
Enhance customer service delivery through technology			P	I	M						
Create diversion tool kits for apartments, condos and the non-residential sector		P&I	M								
<b>Recover</b>											
Review leaf and yard trimming collection program	P	I	M								
Organic waste processing and funding	P		I	M							
Increase organics collection from non-residential sector				P		I	M				
Increase organics collection from apartment buildings				P		I	M				
<b>Dispose</b>											
Pilot separate dog waste collection				P	I	M					
Litter and illegal dumping strategy			P&I	M							
Landfill operations enhancements:											
Compaction equipment	P	I	M								
Scale software		P	I	M							
Traffic flow			P&I	I	M						
Reduce greenhouse gas emissions at landfills				P		I	M				

The 2025 actions set the stage for the remainder of the actions to take place and/or are prioritized over the lower impact actions. Moving forward from 2026 to 2034, Staff will continue the process of planning and implementation (if applicable) of the recommended actions in alignment with the timeline in Figure 1.

## **Conclusion**

The Sustainable Waste Strategy as presented in Appendix 1 of this report is recommended by Staff for Council adoption. The Sustainable Waste Strategy provides fiscally responsible options to make progress towards City Councils goals and its strategic mission vision and values. Together its actions will increase waste diversion, reduces greenhouse gas emissions, aims to improve customer service, and delays the need to allocate significant financial resources to additional disposal capacity in the form of a new landfill or incineration.

# City of Greater Sudbury's Sustainable Waste Strategy

October 2024





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# Abbreviations

Abbreviation	Definition
CCME	Canadian Council of Ministers of the Environment
CEEP	Community Energy and Emissions Plan
City	City of Greater Sudbury
EAA	Environmental Assessment Act
ECCC	Environment and Climate Change Canada's
EPA	Environmental Protection Agency
GHG	Greenhouse Gas
ha	Hectare
HDR	High density residential
IC&I	Industrial, commercial and institutional
IPR	Individual Producer Responsibility
IWMS	Integrated Waste Management System
LDR	Low density residential
MBNCan	Municipal Benchmarking Network of Canada
MECP	Ministry of Environmental, Conservation and Parks
MF	Municipal Facilities
NR	Non-residential
P&E	Promotion and education
PRO	Producer Responsibility Organization
RPRA	Resource Productivity and Recovery Authority
SWAP	Solid Waste Advisory Panel
SWS	Sustainable Waste Strategy
TAC	Technical Advisory Committee

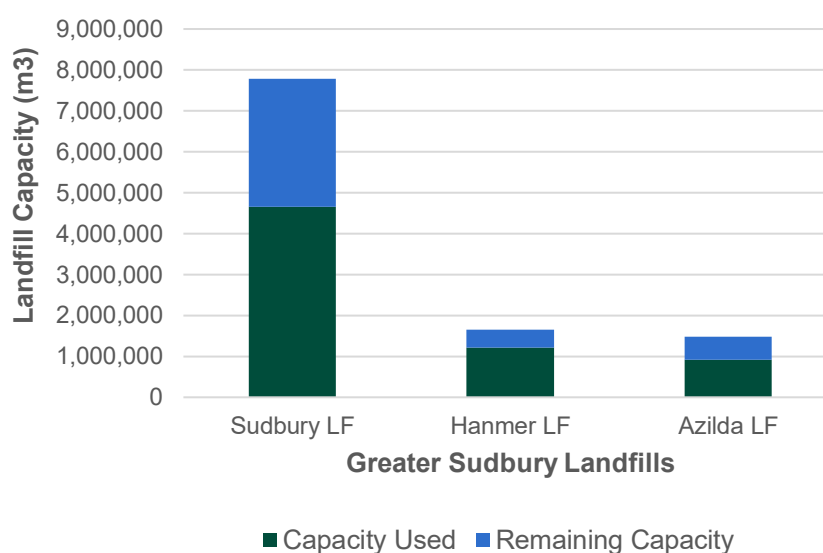
# 1.0 Introduction

The City of Greater Sudbury has completed a Sustainable Waste Strategy (SWS) that aims to continue developing a waste management system that **minimizes the quantity of waste requiring handling and disposal by maximizing waste diversion opportunities**. The SWS provides a plan for our community to continue to take progressive actions to responsibly manage our waste and preserve our assets and shared environment for future generations.

It comes at a time when, in many jurisdictions, remaining landfill space is a pressing issue. In May 2023, the Office of the Auditor General of Ontario's reported that there is approximately ten to 13 years more landfill disposal capacity in Ontario, assuming current levels of waste generation, diversion, and export to the United States.<sup>1</sup> As a result, many municipalities are considering alternatives to reduce the amount of waste requiring landfilling, including a range of technology options.

Greater Sudbury will face the same challenges if no action is taken. The City disposes of approximately 90,000 tonnes of garbage per year (2023) amongst the three landfill sites and anticipates that the landfills will be full in approximately 25 years based on current conditions. Long before the remaining landfill capacity is consumed, securing a disposal option will become critically important. This is due to a few factors, for example:

**Figure 1-1: Remaining Capacities of City Landfills**

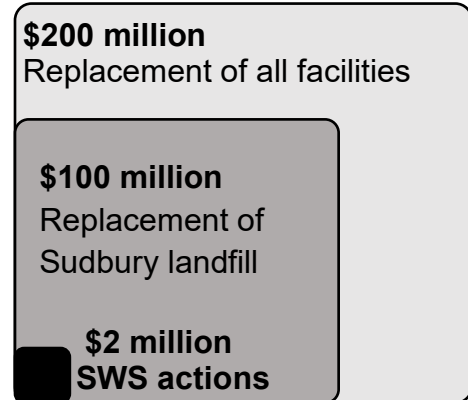


<sup>1</sup> The Office of the Auditor General of Ontario. May 2023; "The State of the Environment in Ontario" Page 57;  
[https://www.auditor.on.ca/en/content/specialreports/specialreports/The\\_State\\_Of\\_The\\_Environment\\_EN.pdf](https://www.auditor.on.ca/en/content/specialreports/specialreports/The_State_Of_The_Environment_EN.pdf)

- It can take up to ten years to complete the siting and approvals processes; and
- If a site can be located, and if approvals are granted, costs associated with the process of securing a new disposal option (including selecting, siting, obtaining approvals and designs, etc.) are expected to be significantly higher than current disposal costs.

Delaying the need for a new landfill(s) is a cost-effective approach that was top of mind in developing the SWS. If the landfills' capacity is reached, establishing alternative disposal facilities will increase costs significantly. For example:

- A replacement landfill similar to the Sudbury landfill is estimated to cost \$100 million.
- A replacement landfill similar to Hanmer or Azilda is estimated to cost **\$50 million** each.



In comparison, planning and implementing the SWS recommendations is estimated to cost \$2 million.

The SWS recommends **18** actions that together will reduce waste, extend landfill life and improve the performance of the City's current system over the next ten years.

In the short term, the SWS actions focus on building desired behaviours now in a cost-efficient way. These smaller, lower cost changes will **maximize existing diversion programs and delay the need to implement higher cost actions for new disposal capacity later**.

The SWS was developed following a four-phase process as shown in **Figure 1-2**. The process considered the current state of waste management in the City, set a vision and priorities for the City's future management of waste, and provided options for how to get there. Reports were completed for Phases 1, 2 and 3 and this report documents Phase 4.

**Figure 1-2: Sustainable Waste Strategy Development Process**



The options were discussed during extensive internal and external engagement and were evaluated using a triple-bottom line assessment. The 18 recommendations are the result of the research, consultation and evaluation and are presented in the SWS along with a timeline that considers when the City would undertake their planning and implementation of each recommendation and what the cost to the City would be. Long term planning enables the City to improve waste diversion and protect City-owned waste assets. Some of the reasons why long-term planning is important is highlighted in **Figure 1-3**.

In May 2019, City Council declared a Climate Emergency, which included a commitment to net-zero emissions by 2050. The City's Community Energy and Emissions Plan (CEEP) set a target of 90 percent waste diversion by 2050 and identified the potential for organic waste diversion to reduce greenhouse gas emissions. At present, the overall diversion rate, meaning the total amount of waste diverted divided by the total amount of waste managed by the City from both residential and non-residential customers (e.g., businesses, industry, schools and organizations), is approximately 21 percent.



A transition to producer responsibility is a significant change impacting municipalities. Across the province, the Blue Box program is transitioning to an Individual Producer Responsibility (IPR) model that makes producers operationally and financially responsible for products and packaging entering the market. On April 1, 2025, the City's responsibility to provide a Blue Box program will be transitioned as part of Ontario's IPR program. The SWS recommendations are aligned with this forthcoming change. IPR, and its implications for the City are described in **Section 1.4**.

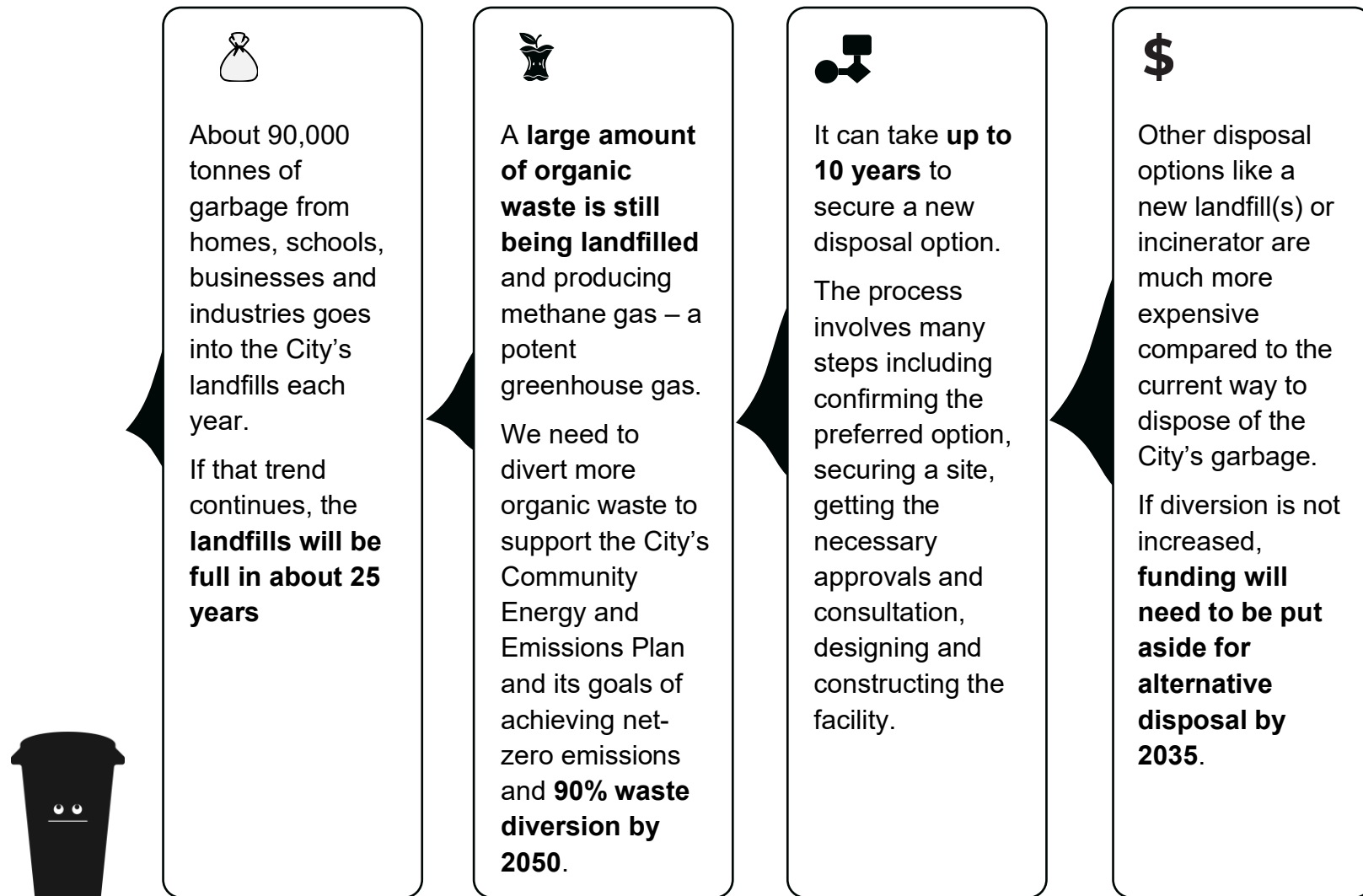
Largely because of provincial policy changes, and the termination of municipal diversion reporting requirements, the City has been considering new waste management system performance metrics to introduce during the next ten years. These are described in **Section 2.3**.

Prior to developing options to improve waste management at the City, an analysis of the gaps, challenges and opportunities was developed and is described in **Section 3.0**, along with an evaluation process to consider the future options.

As mentioned, 18 recommended actions are included in the SWS. These are presented in **Section 4.0**, along with the financial impacts, timeline for their planning, implementation and monitoring, and targets that the City will work towards.



Figure 1-3: Importance of Long-Term Planning



## 1.1 Vision Statement

The vision statement for the SWS (shown in **Figure 1-4**) was developed to reflect the City's values and is intended to guide the management of its solid waste over the next 10 years. Creating the vision statement was an iterative process involving both internal and external consultation.

**Figure 1-4: Vision Statement Graphic**



The statement is, “As a community, we commit to being stewards of the land by taking progressive actions to manage our waste responsibly, extend the life of our landfills and preserve our shared environment for future generations.”

The vision statement draws attention to individual and community efforts towards long-term outcomes. It suggests that the community, and individuals, play a role in waste reduction through a variety of actions, and that the effort will work towards long-term outcomes.

## 1.2 Guiding Principles

Guiding principles provide clarity of the vision. The guiding principles reflect where the City's integrated waste management system (IWMS) sits now, and where the City wants to take it in the future. The guiding principles were used throughout the SWS development process, particularly while choosing and evaluating options for the future.

**Guiding Principles** were created to help with making decisions about which recommendations to put forward in the SWS. These are:

1. Apply the waste hierarchy.
2. Prolong the life of the City's landfills.
3. Improve and/or augment programs and agreements that benefit the City financially and evaluate their contribution.
4. Promote responsible behaviour through the provision of promotion and education, and by making diversion programs accessible, convenient and appropriate for a northern Ontario community and Greater Sudbury's cultural diversity.
5. Advance Individual Producer Responsibility (IPR) programs and make appropriate decisions that reflect the evolution of IPR programs.
6. Where viable markets or technologies are available, research the potential for diversion to balance environmental and financial priorities.

## 1.3 Current Waste Management Profile

The communities of the Greater Sudbury area are situated on the Traditional Territory of Atikameksheng Anishnawbek. The lands of Greater Sudbury area are also the Traditional Lands of Wahnapiatae First Nation and Sagamok Anishnawbek, as well as being a traditional harvesting area for the Metis. Located on the Canadian Shield in Northern Ontario, it is the largest municipality in Ontario by land area and the second largest in Canada, covering approximately 3,300 square kilometres.

A single-tier municipality with a population of approximately 166,000, the City has a notably low population density overall; however, almost 80 percent of the City's population lives within one of the City's central neighbourhoods.

The City is responsible for all municipal services and assumes all responsibilities under the Municipal Act, including the provision of waste management services. Municipalities have the authority to pass by-laws and provide waste management services that the municipality considers necessary or desirable to the public.

### The City provides waste collection services to approximately:



**63,200** low and high density properties on roadside collection program



**10,750** units in high density properties with bin/cart collection



**175** non-residential customers on roadside collection (e.g., small businesses, churches)



**87** municipal facilities (e.g., arenas, libraries)

Waste Category	Residential Roadside	High Density	Non-Residential	Municipal Facilities
<b>Garbage</b>	Yes	Yes	Yes, limited roadside only for a fee	No
<b>Blue Box Recycling</b>	Yes	Yes	Yes, limited roadside only for a fee	Yes
<b>Green Cart Organics</b>	Yes	No	Yes, limited roadside only for a fee	Yes
<b>Leaf and Yard Trimmings</b>	Yes	No	No	No
<b>Furniture, Appliances and Electronics</b>	Yes	No	No	No
<b>Household Hazardous Waste</b>	Yes	Yes	No	No

### 1.3.1 How Waste Is Managed

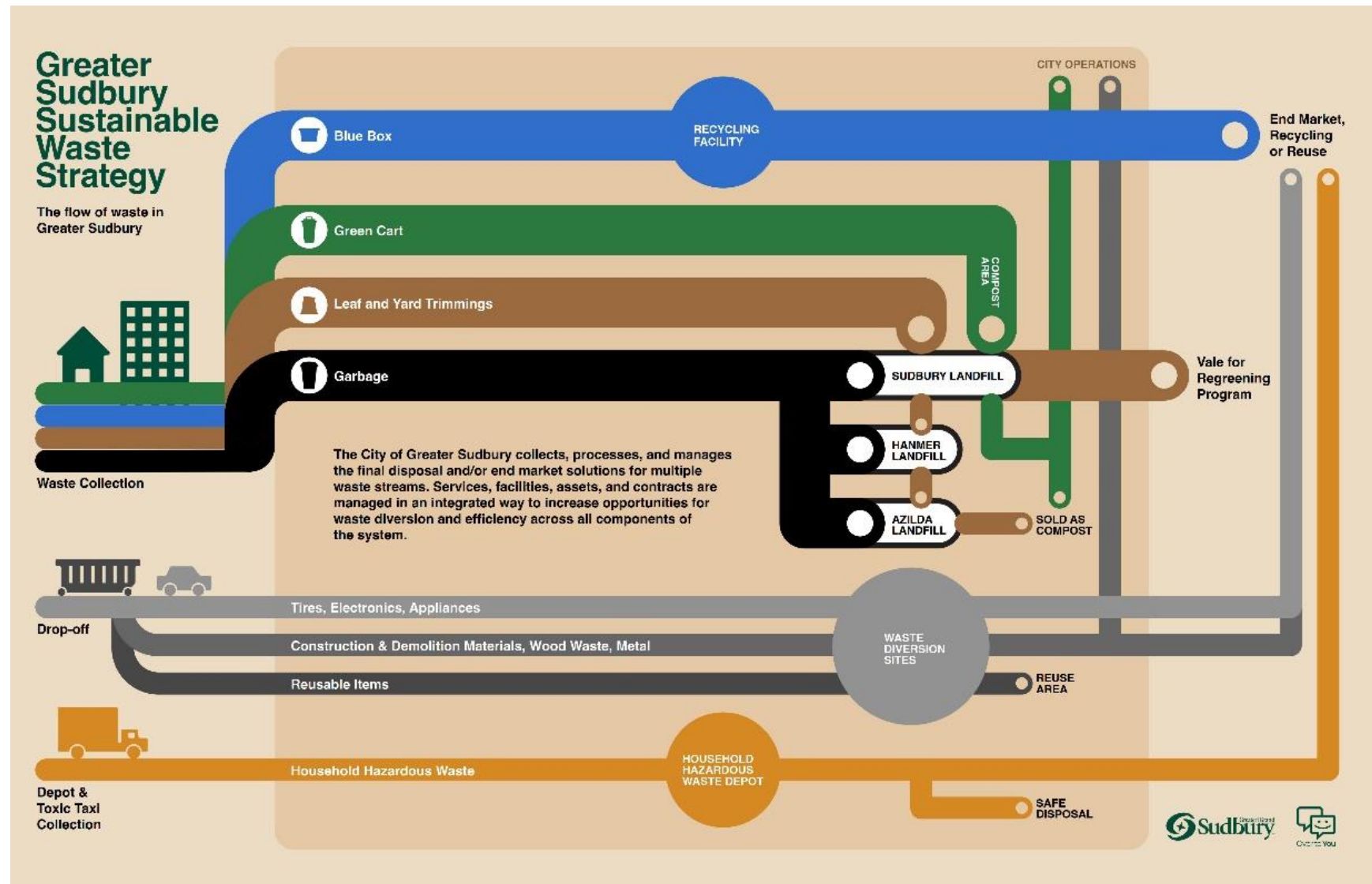
The City manages several waste streams including garbage, recycling, food and organic waste, household hazardous waste, leaf and yard trimmings, other compostable waste (e.g., Christmas trees, brush), construction and demolition waste (C&D; e.g., wood waste and metal) and bulky items (e.g., furniture, appliances).

Greater Sudbury's waste management services include waste collection from customers including roadside residential (i.e., houses), high density residential (i.e., townhouses, apartments, condominium buildings, etc.), and non-residential customers (e.g., municipal facilities, commercial customers). Its waste diversion programs include roadside collection and drop-off programs, as well as the Toxic Taxi program. Roadside litter container collection and litter abatement programs are also in place. Customer service is another key component of the City's IWMS and include educational services, 311 portal, and promotion and education (P&E) efforts (e.g., the Waste Wise App).

Services also include the operation of three active landfills and a small vehicle transfer station which have Waste Diversion Areas where customers can drop off materials to be diverted from landfill. The City's largest landfill, Sudbury Landfill, has a landfill gas collection facility and a re-use store. The City also has a household hazardous waste (HHW) depot, a blue box materials recovery facility and public recycling drop-off depot . It maintains three closed landfills (Onaping, Walden and Nickel Centre Landfill Sites) and two closed hauled sewage sites (Dowling and Dryden Hauled Sewage Sites).

**Figure 1-5** illustrates what happens to the waste after it is left at the roadside, drop-off depot and landfill and waste diversion site with each represented by a coloured line. The path that each waste stream follows is shown before it reaches its final destination.

Figure 1-5: How the City Manages Waste



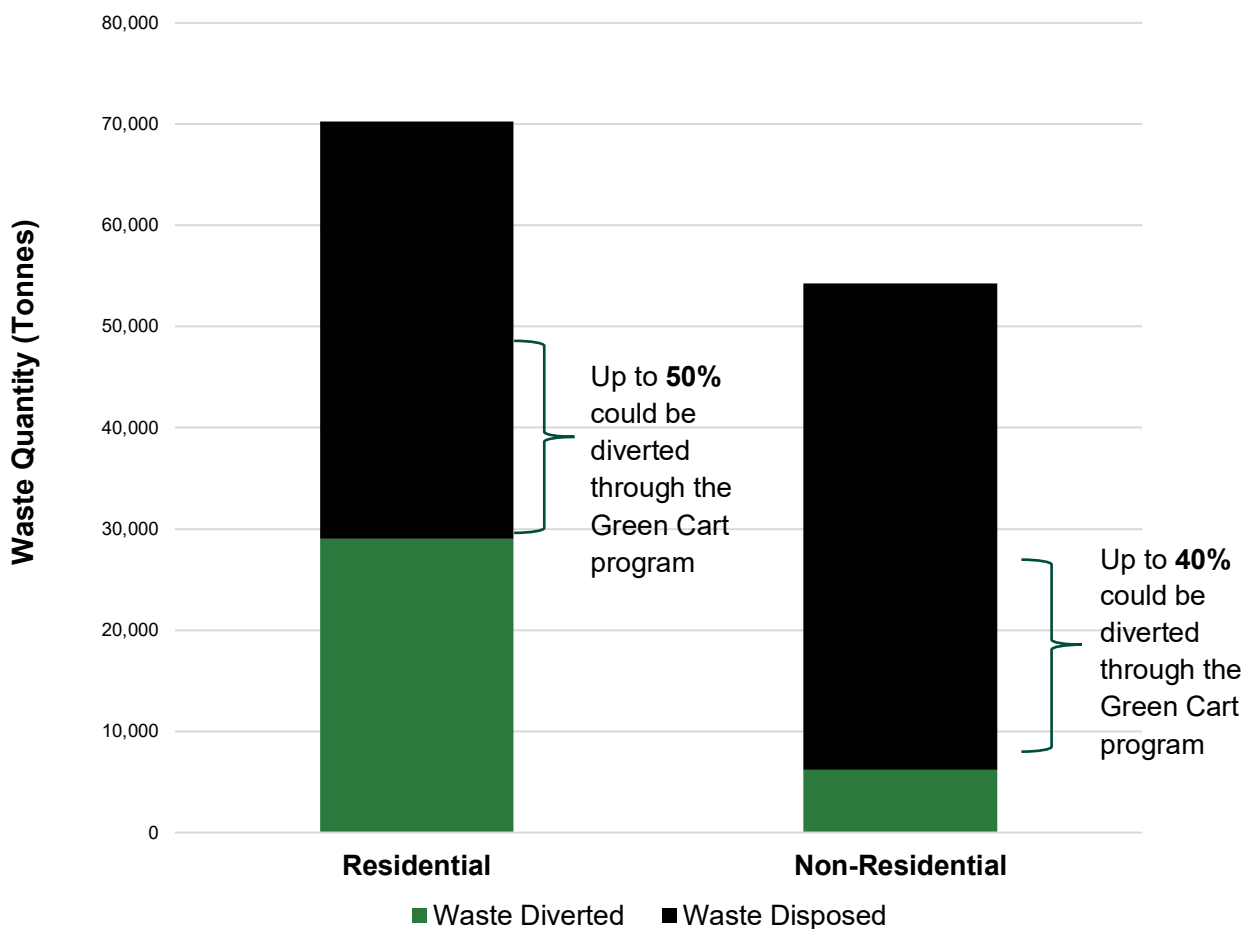
### 1.3.2 Waste Diversion Rate

The City managed approximately 125,000 tonnes of waste in 2023 through programs like Blue Box, Green Cart, yard trimmings, garbage, etc. The waste comes from the following sources:

- **44%** comes from non-residential sources like small businesses, schools, industries and organizations;
- **66%** is from residential sources, including:
  - **34%** from residential waste collected roadside; and
  - **22%** from residential waste that is brought to the landfill and waste diversion sites.

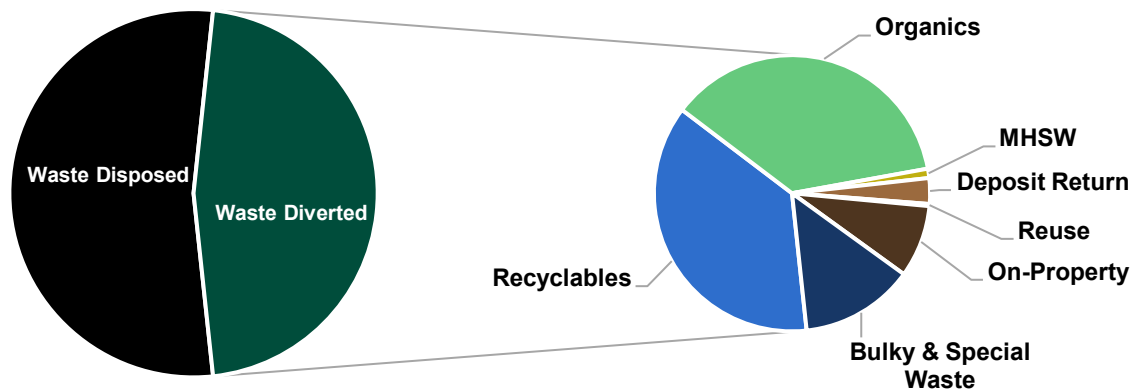
In 2023, the residential sector diverted about 47% of waste from the landfill while the non-residential sector diverted about 20%. From waste composition studies, it is estimated that between 30% and 50% of residential garbage disposed contains organics that could have been diverted through the Green Cart program. The quantity of organics in non-residential garbage stream varies based on the customer type, but studies have estimated between 15% and 40% organics content. **Figure 1-6** shows the 2023 diverted and disposal tonnages and where the opportunity for increased diversion lies if there is better use of the Green Cart program.



**Figure 1-6: Diverted and Disposed Waste in 2023**

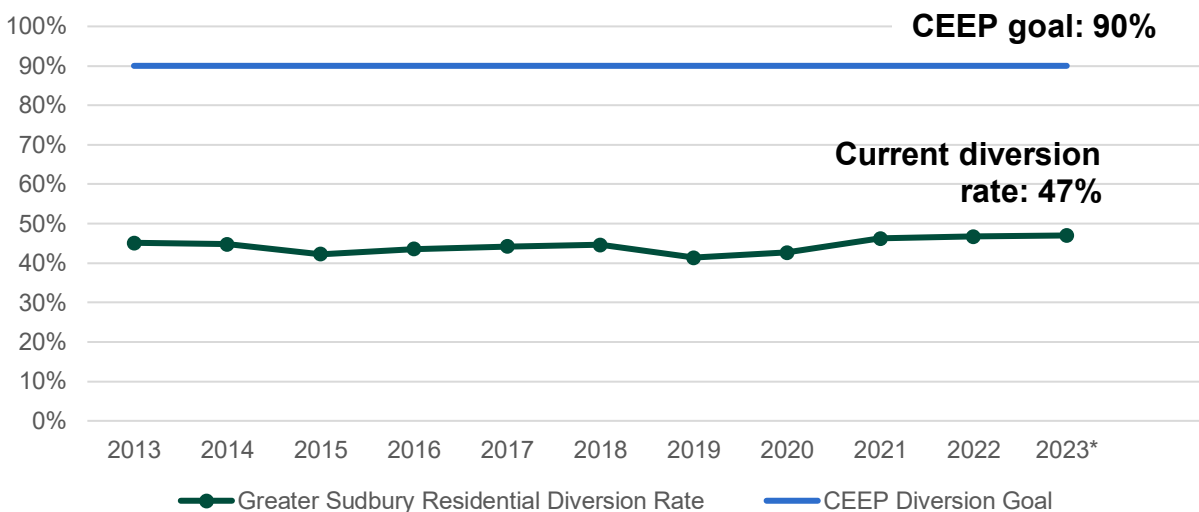
The City reported a residential waste diversion rate of 47 percent in 2023 to the Resource Productivity and Recovery Authority (RPRA) in its recent Datacall submission. RPRA's annual Datacall has been the common reporting framework for Ontario municipalities. In the Datacall reports, diverted waste is categorized into Blue Box materials, organics, reuse, HHW recycled, Deposit Return Program and At-Source Reduction (i.e., waste separated at homes). The information provided has been used to determine Blue Box program funding. With transition of Blue Box program responsibility to producers, the municipal Datacall will be discontinued. As an example, the City's 2023 Residential Waste Diversion Rates are provided shown in **Figure 1-7**.

**Figure 1-7: RPRA Datacall 2023 - Residential Waste Diversion Rates**



As shown in **Figure 1-8**, over the last 10 years, the amount of residential waste that has been diverted from landfill has been relatively stagnant averaging at 44 percent with the exception of an increase in 2021 which corresponds with the City's adoption of garbage collection every other week. The City's CEEP has set a goal of achieving 90 percent diversion by 2050.

**Figure 1-8: Residential Waste Diversion Rate, 2013 to 2023**

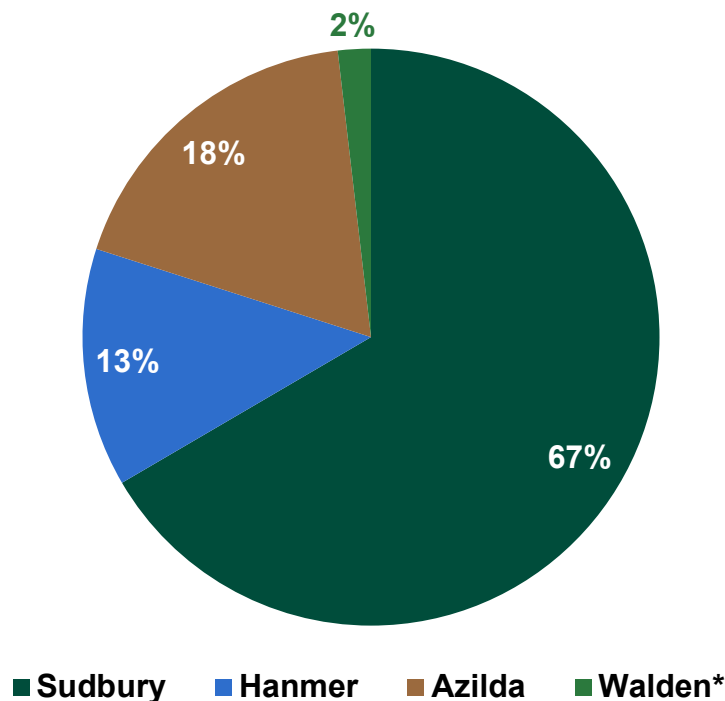


\*2023 results are being verified.

### 1.3.3 Greater Sudbury's Active Landfills

The City owns three active landfill sites, Sudbury, Hanmer and Azilda, which are operated by a private contractor. The City owns one active transfer station, the Walden Small Vehicle Transfer Site, which is also operated under contract. The Sudbury Landfill disposes the majority of garbage managed by the City and due to its size, a landfill gas collection system is a requirement for the site. The captured gas is used by Greater Sudbury Utilities and since 2007, it has created enough electricity to power nearly 900 homes each year<sup>2</sup>. **Figure 1-9** shows the proportion of the City's waste that each site disposes of each year.

**Figure 1-9: Proportion of Waste received at City Sites**



\*Waste from the Walden site is disposed at the Sudbury Landfill site

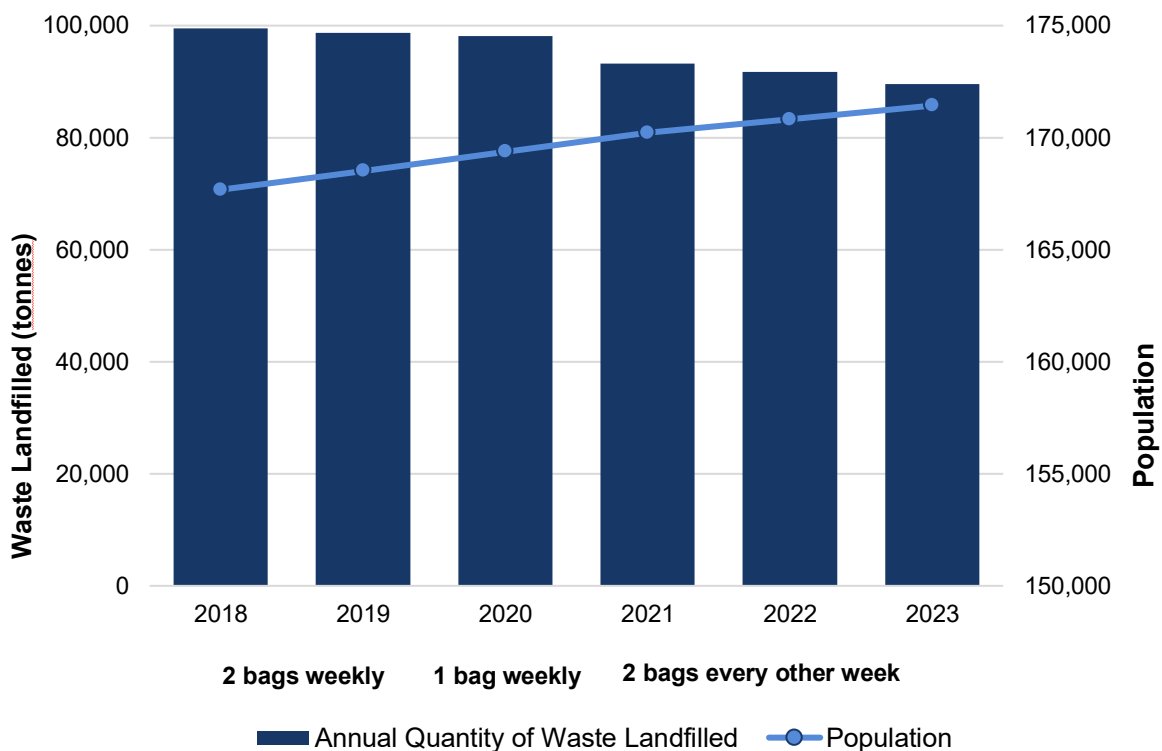
**Figure 1-10** represents the total quantity of waste landfilled annually from 2018 to 2023 including both residential and non-residential garbage received. Over these last six

<sup>2</sup> <https://gsuinc.ca/convergen/> Assumes that the homes consume about 700 Kwh/month

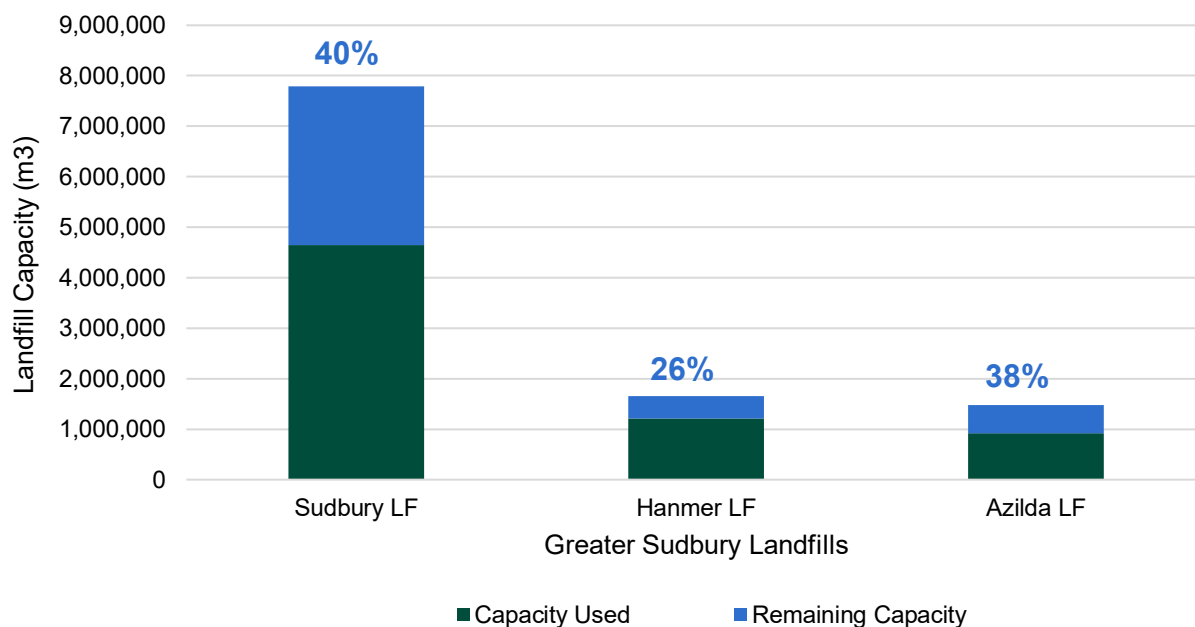
years, the City has landfilled an average of approximately 94,000 tonnes of garbage per year across its three active landfills.

Although the City's population has increased, there has been a slight reduction in the amount of garbage landfilled since 2021 which is attributed to changes in waste collection policies including reducing the garbage bag limit to once a week and switching to every other week collection of two garbage bags.

**Figure 1-10: Residential and Non-Residential Waste Landfilled, 2018-2023**



In Ontario, there is a shortage of landfill capacity. While the City is comparatively well positioned in terms of its own landfill capacity, it is critical that landfills are well maintained and efficiently utilized, since the availability of capacity elsewhere in Ontario is extremely limited. **Figure 1-11** represents the current landfill capacity and the remaining capacity of each landfill. It is estimated that combined, the City has about 25 years of landfill capacity remaining.

**Figure 1-11: Landfill Capacity Used and Remaining**

## 1.4 Regulatory Context

Understanding the regulatory context is an important aspect of municipal waste management planning, particularly as there have been considerable changes in federal and provincial policy frameworks. The responsibility for managing and reducing waste is shared among federal, provincial, territorial, and municipal governments.

### Federal Initiatives

The Federal government plays the lead role in controlling the international and interprovincial movement of hazardous waste and hazardous recyclable materials, and identifying approaches and best practices that will reduce pollutant and greenhouse gas emissions from the management of waste (which it does, for example, by establishing priorities through the Canada Council of Ministers of the Environment). The Government of Canada has committed to plastics reduction, as is articulated in several key strategies and policies, such as a plastics products registry, labelling rules for plastics, single-use plastics regulations and recycled content requirements.

### Provincial Initiatives

Canadian provinces are responsible for policies, regulations and guidelines for resource recovery and waste reduction programs; as well as issuing approvals and monitoring of waste management facilities within the province. Individual Producer Responsibility programs and the Food and Organics Framework are two key legislative initiatives that impact the management of waste at the municipal level.

### 1.4.1 Individual Producer Responsibility

IPR is a significant and relatively recent regulatory shift. In 2016, Resource Recovery and Circular Economy Act (RRCEA) and Waste Diversion Transition Act (WDTA) introduced a regulatory framework for waste diversion and resource recovery in which brand owners and affiliates, otherwise known as ‘producers’, are individually accountable and financially responsible for the diversion of designated products and packaging they have supplied or sold into the marketplace.

Under the new model, producers are free to develop their own system to fulfill their regulatory obligations for the diversion of their designated materials or they can join a Producer Responsibility Organization (PRO). PROs are not-for-profit organizations set up to fulfil the regulatory obligations on their members on a fee-for-service basis by establishing and operating collection and management systems for their member’s designated materials, as well as provide administrative services such as regulatory compliance reporting.

The WDTA provides the legislative framework for winding up and transitioning existing waste diversion programs. To date, the existing diversion programs for tires, batteries, electronics, and certain hazardous and special products have been transitioned. Greater Sudbury will transition to IPR for the Blue Box program on April 1, 2025, and will no longer have a statutory requirement to provide Blue Box services.

### 1.4.2 Food and Organic Framework

On April 30, 2018, under the RRCEA, the MECP released the Food and Organic Waste Framework (Framework) which sets as its vision, “A circular economy that moves towards zero food and organic waste and zero greenhouse gas (GHG) emissions from the waste sector.” With the aim to prevent, reduce and rescue food waste to reach provincial Climate Change Action Plan targets, the Framework aims to reduce food and organic waste, recover resources from food and organic waste, support resource recovery infrastructure and promote beneficial uses of recovered organic waste. The Framework contains two components: The Food and Organic Waste Action Plan and The Food and Organic Waste Policy Statement (Policy Statement).

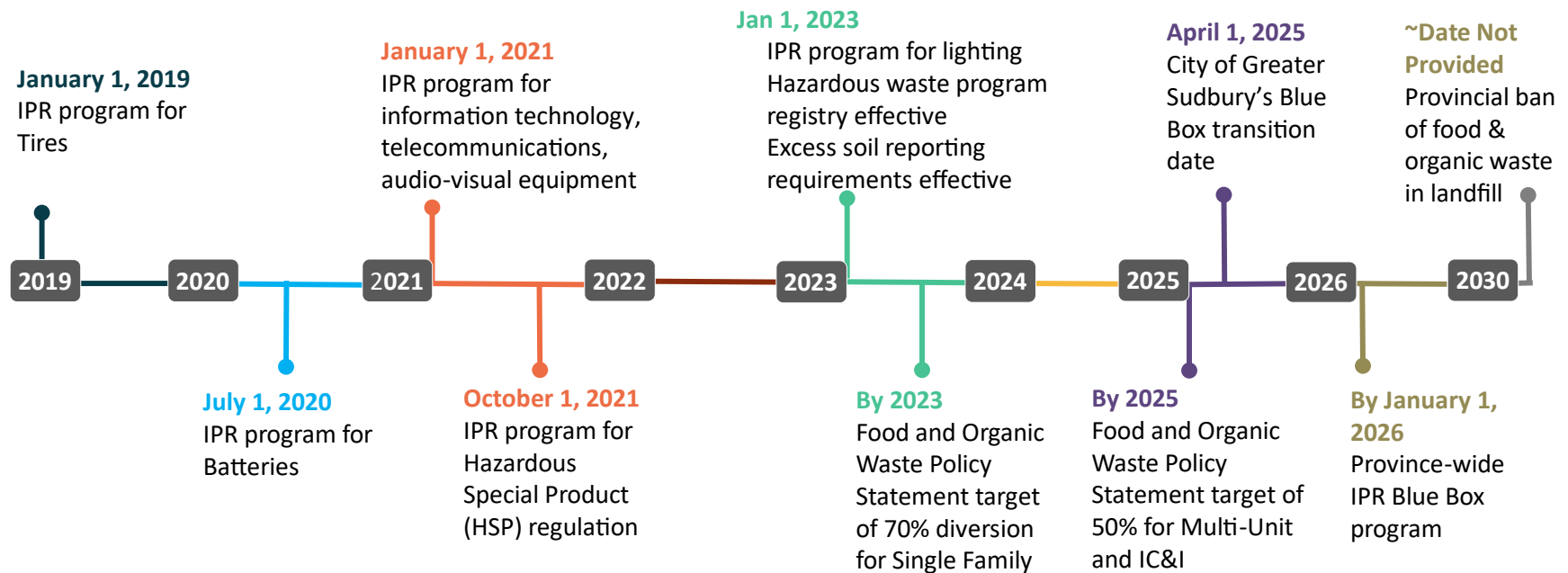
The Food and Organic Waste Action Plan sets out opportunities for collaboration among partners and other mechanisms to achieve goals, such as the development of food safety guidelines to support the safe donation of surplus food.

The Policy Statement advises various levels of government, institutions (including hospitals, schools, retailers) and commercial entities (including producers), that the province has an interest in organic waste reduction and recovery. It also sets organic waste reduction and diversion targets for several sectors and communities. The targets vary depending on the region, population, and population density. The City is a

community to which the following targets applied – 70% food and organic waste diversion from low-density residential households to be achieved by 2023. Similarly, a target of 50% food and organic waste diversion by 2025 is included in the Policy Statement for high density residential and IC&I sectors that meet certain requirements. Obtaining data to verify where the City lies within these targets is a gap in the current system. Notably, the Framework suggested that an organics disposal ban would have come into effect in 2022; however, no province-wide organics disposal bans has been officially implemented in Ontario.

**Figure 1-12** identifies the date upon which producers became responsible for eligible materials according to IPR regulations, key program effective dates, and target dates under Ontario's Food and Organic Waste Framework.

Figure 1-12: Summary Timeline of Provincial Regulations

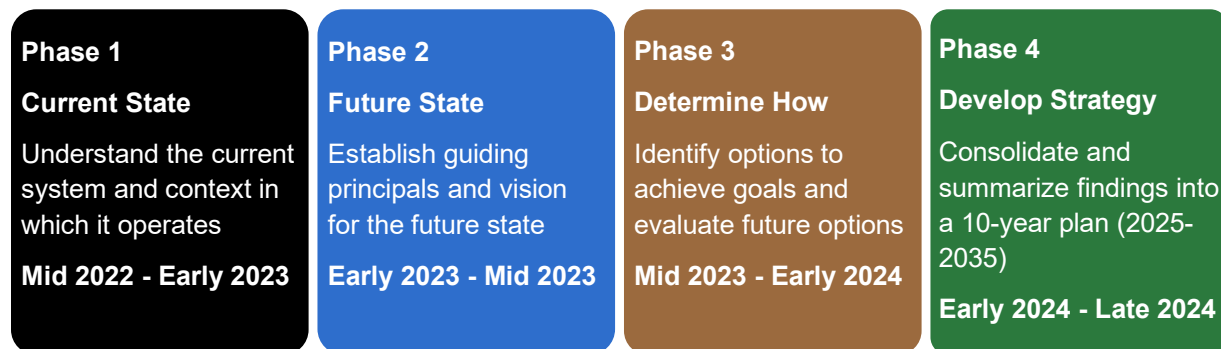




## 2.0 Greater Sudbury's Sustainable Waste Strategy

The SWS was developed over four chronological phases as shown in **Figure 2-1**.

**Figure 2-1: Project Phases**



In the earlier phases, an understanding of the current waste management system was developed as were priorities and metrics to measure future performance of the system. In each phase, consultation and engagement activities occurred to guide the development of the SWS. The following sections provide summaries these areas.

### 2.1 Engaging and Consulting

Engagement and consultation were a core element of the SWS development as waste management starts in the community, with individual actions making a direct impact on the waste management system. Consultation included sharing information with City staff, internal senior leaders, City Councillors, the general public and other interested parties.

Engagement goals included informing audiences on the project status and seeking feedback to inform each project phase. The overall aim of the engagement was to involve the public, including City customers and interested parties in Greater Sudbury to have their say on the future of waste management.

In the first phase, staff were consulted on the IWMS' current state, its strengths and weaknesses, and potential opportunities and/or anticipated changes that could impact the system. External interested parties were initially engaged to launch the project, build

awareness and generate interest. An online survey was used to gather feedback on the current waste management system in terms of what's working well and what could be improved and to understand priorities for the future.

During Phase 2, an online survey was used to solicit feedback on the SWS draft vision statement, guiding principles and evaluation criteria to be applied to the options.

During Phase 3, engagement was more extensive as the purpose was to inform and seek feedback on the draft list of SWS options for the future. Activities included in-person workshops and community drop-in events as well as an online survey.

Phase 4 concluded the SWS engagement and took the form of a final survey focused on seeking feedback to support the City's implementation of the SWS options.

### 2.1.1 How We Listened – Overall Engagement Process

Engagement activities included both advisory groups and public engagement, including targeted community organizations and other interested parties.

#### 2.1.1.1 Advisory Groups

During each phase, presentations were regularly made to the following three groups, to provide them with status updates on the project, confirm technical details, and seek direction.



**Technical Advisory Committee (TAC)** - which includes key City staff representing Environmental Services, Environmental Planning Initiatives, 311 and Communications and Engagement. Together the TAC has comprehensive knowledgeable related to operational matters, programs, projects and policies;



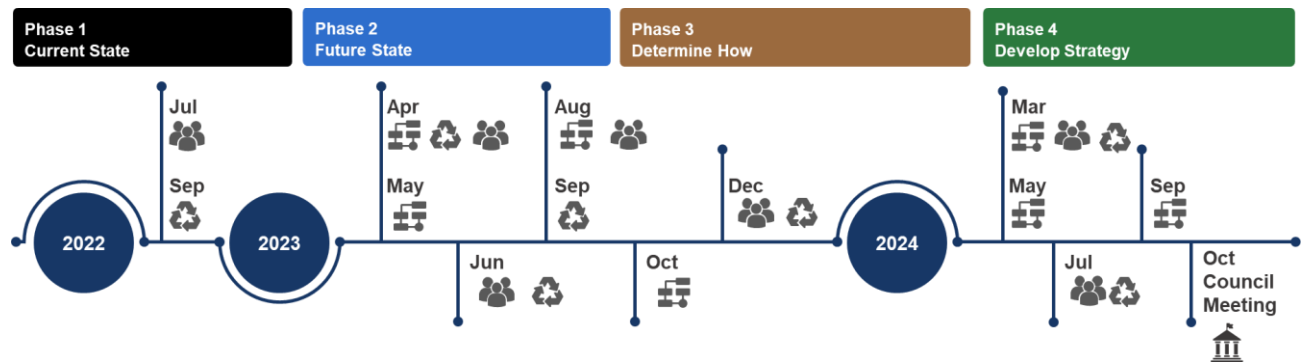
**Solid Waste Advisory Panel** - which acts as a public liaison committee on current solid waste management issues and includes a minimum of two Council members and six to eight citizens who were engaged to discuss key SWS issues, concerns and solutions; and



**Operations Committee** - which includes Council members who review information and proposals and make recommendations to Council on matters pertaining to the Growth and Infrastructure Department which includes the Environmental Services Division.

**Figure 2-2** provides a summary of the meetings held with these groups throughout the SWS development. In addition, the Executive Leadership Team, which includes the Chief Administrative Officer and key General Managers and Directors from different departments were met with twice: once in Phase 1 and once in Phase 4. The SWS will be presented to City Council in October 2024 for adoption.

Figure 2-2: Internal Consultation Activities



On September 9, 2024, the Operations Committee passed the following resolution:

“THEREFORE IT BE RESOLVED that staff are directed to provide additional information in the presentation of the Master Plan to Council on October 22, 2024 regarding means to enforce additional diversion throughout the City of Greater Sudbury to address the lack of adequate and effective diversion within the sectors other than low density, including its own facilities.

AND IT BE FURTHER RESOLVED that the report includes enforcement recommendations on how non-residents of the City of Greater Sudbury can be prevented from using City landfills.”

There are 18 recommended actions in the SWS that affect different sectors. **Table 4-2** shows which sectors are anticipated to be directly or indirectly affected by the recommended actions. The breakdown is as follows:

- 15 actions for the high density residential sector,
- 12 actions for the non-residential sector,
- 5 actions for municipal facility, and
- 14 actions for the low-density residential sector.

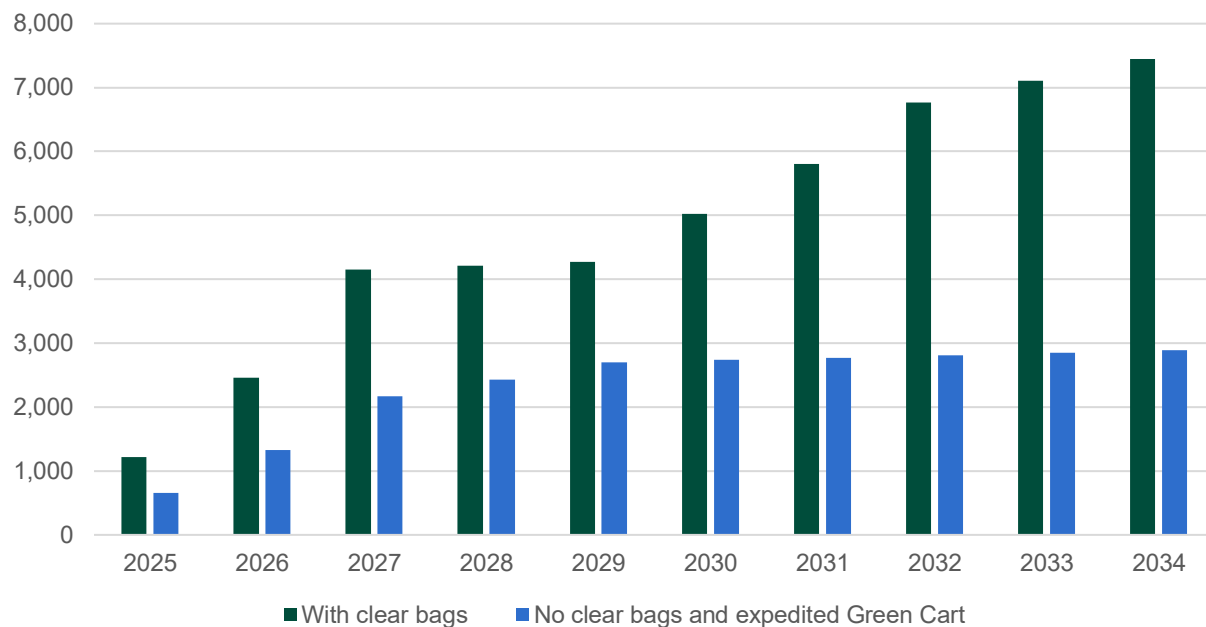
The proposed implementation plan for the recommended actions is shown on **Table 4-3** and was developed to maximize the potential benefits of the SWS actions. As an example, the clear garbage bag action is recommended to begin in 2025 as this action has the potential to generate the highest impact of the 18 recommended actions. It supports the behavioural change needed to increase participation in the Green Cart program which will then reduce the amount of garbage sent to landfill and the associated GHG emissions and preserve landfill space. This option also aims to teach

residents at their homes on how to effectively participate in waste diversion programs which will help improve behaviours when away from home. City Council has the authority to modify the proposed plans, timelines and targeted sectors however, modifications may result in reduced anticipated benefits.

Council could consider expanding the Green Cart program to more high-density residential buildings and to the non-residential sector sooner than proposed in the SWS and prior to acquiring additional organic processing capacity. The processing capacity that is currently reserved for the existing residential program could be reassigned to the high density and non-residential sectors. There is some risk involved in the potential to reach organic processing capacity in which case the City would need to make additional investments in processing capacity. To maximize participation, it is recommended that the City provide organics collection to all high-density properties with a waste collection agreement. The estimated annual costs to collect from the high-density residential sector is \$300,000 annually and approximately \$180,000 will be required for a one-time expenditure to implement the program over 12 to 18 months (e.g., staffing, promotion and education). Unless Council reached a decision to increase the service level to pay for non-residential collection of organics from the tax levy, collection of non-residential organics would remain with the private sector and participation would be voluntary given that there is no municipal by-law or enforcement mandating non-residential participation in organic diversion.

If Council chooses to move forward with the expansion of organics to the HDR sector and non-residential sector in 2025 and in place of implementing a clear bag program, the decrease in garbage generated per resident would change from 16% to 7% (refer to **Section 4.2**) and the decrease in total waste landfilled each year would change from 22% to 11%. **Figure 2-3** illustrates the comparison of the difference in organic waste captured with the implementation of the clear bag program to expediting the Green Cart program to HDR and non-residential customers and no clear bag program. The cumulative amount of organics estimated to be diverted over the 10-year planning period with the clear bag program is 48,500 tonnes compared to 23,300 tonnes with expediting the Green Cart program to the HDR and non-residential sectors and not proceeding with the clear bag program. These quantities are in addition to the current amounts of organics being diverted through existing programs and policies.

**Figure 2-3: Comparison of Additional Organic Waste Diverted (with clear bags vs no clear bags and expedited Green Cart program to HDR and non-residential)**



The City's Landfill Sites do not permit access to non-residents of the City of Greater Sudbury. The City currently tracks site access by asking customers to state their address prior to allowing access to the site. The Disposal SWS action (described in Appendix A) related to Landfill Operations Enhancements has been modified to incorporate other methods in which to improve landfill access requirements which may include modernized scale software and other potential solutions to reduce or eliminate the possibility for non-City customers to accessing its waste sites (e.g., providing and checking valid identification). One of the main goals of this action is to improve traffic flow and reduce wait times and idling and as such, the potential solution to reduce or eliminate the potential access by non-City customers from accessing the City waste sites will need to strike the appropriate balance to avoid increased wait times and idling. The extra effort to eliminate the possibility of non-resident access is not anticipated to further reduce the SWS's waste generation impacts or GHG emissions.

City Council could choose to expedite stricter access requirements at City landfills and waste transfer sites. This could be done by requesting evidence of property ownership, rental, residence or work at a property within Greater Sudbury boundaries prior to granting access to the sites. Customers not able to provide the required evidence would not be granted access. The manual verification process would be time consuming and may result in longer wait times to access the sites.

### 2.1.1.2 External Engagement

A round of external engagement was completed during each project phase. To do so effectively, City staff made efforts to promote engagement events using social media platforms, a public service announcement, website updates and print posters and postcards. In addition, an incentive was provided for residents to respond to the surveys. Names of respondents were entered into a random prize draw with winners selected during Phases 2, 3 and 4.

During Phase 3, the phase in which the options were developed, City staff were especially active in promoting the upcoming engagement activities. This included putting up posters and giving out postcards at more than two dozen locations, including libraries, community centres, arenas, waste management facilities and landfills in communities across the City. Furthermore, staff attended a Wolves game, the Sudbury market, a library event, a craft show, and a community walk event to reach a range of residents.

### 2.1.2 What We Heard – Overall Engagement Process

Considerable feedback was received from the public and interested parties over the course of the SWS. **Figure 2-4** reflects the level of participation during engagement events in each of the four phases and the timing of the external engagement activities.

**Figure 2-4: Level of Participation in External Engagement**



During Phase 1, the top priorities identified for the future waste management system were:

- Environmental sustainability;

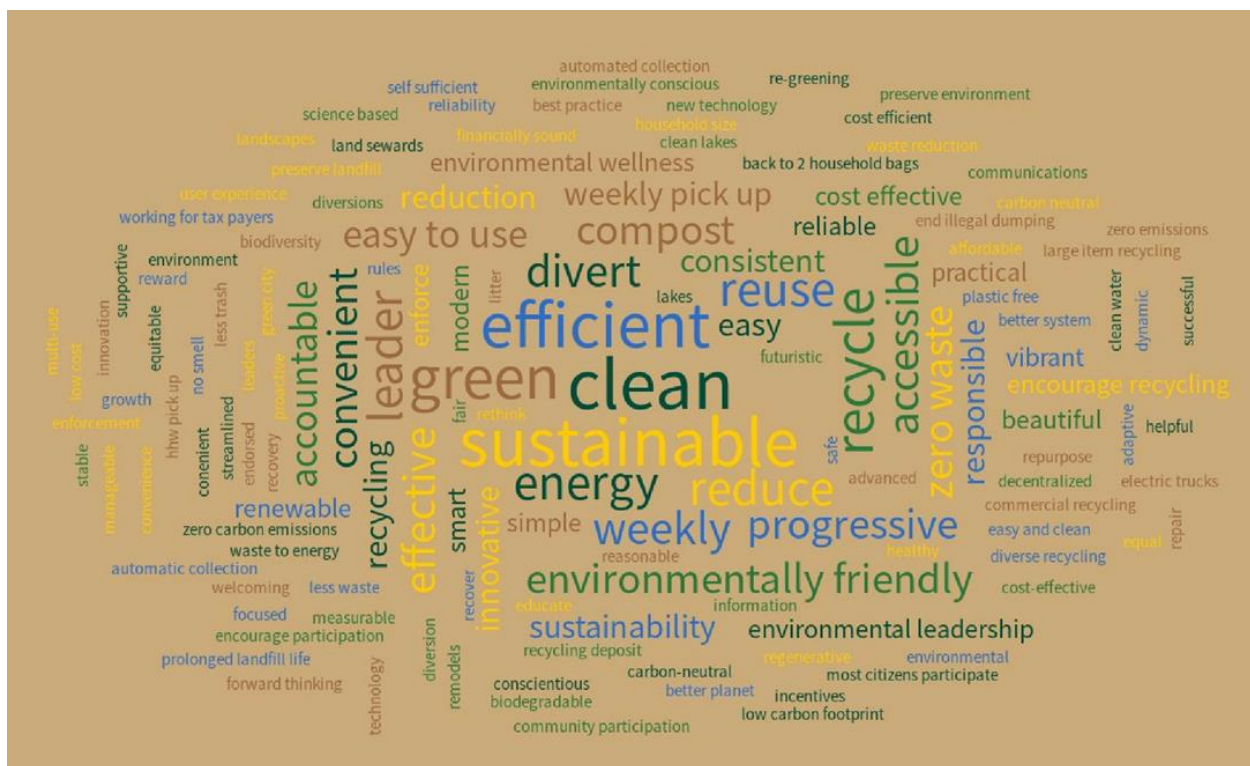


- Convenience of disposal services;
- Progressive waste management programs that divert more;
- Meet CEEP goals; and
- Cost to taxpayers and efficiency of service.

This feedback was used to develop the draft vision statement and guiding principles.

The Phase 2 survey asked about residents' vision for the future of waste management. The responses were used to generate a word cloud to depict the overall sentiment (**Figure 2-5**).

**Figure 2-5: What do you want the City to be known for 10 years from now?**



In addition, the Phase 2 survey served to seek feedback on the draft SWS vision statement, guiding principles and evaluation criteria that would later be used to consider options for the future waste management system.

During Phase 3, a variety of events were held throughout Greater Sudbury to gather feedback including four community workshops for interested parties; five community drop-in events for the public, and an online public survey that ran from October 18 to November 7, 2023. The proposed SWS options for improvement were presented to interested parties and to the public. To facilitate the conversations, the options were grouped into the reduce/reuse/ repair, recycle, recover, and disposal categories, and the Phase 3 report provides a detailed summary under these categories on what we

heard during the community events, workshops, and gathered through the survey. The level of public support for each option was also assessed.

It should be noted that the number of people who completed the Phase 3 survey (i.e., 1,537 respondents) was a significant increase from Phase 1 and Phase 2, which gathered responses from 187 and 280 people, respectively.

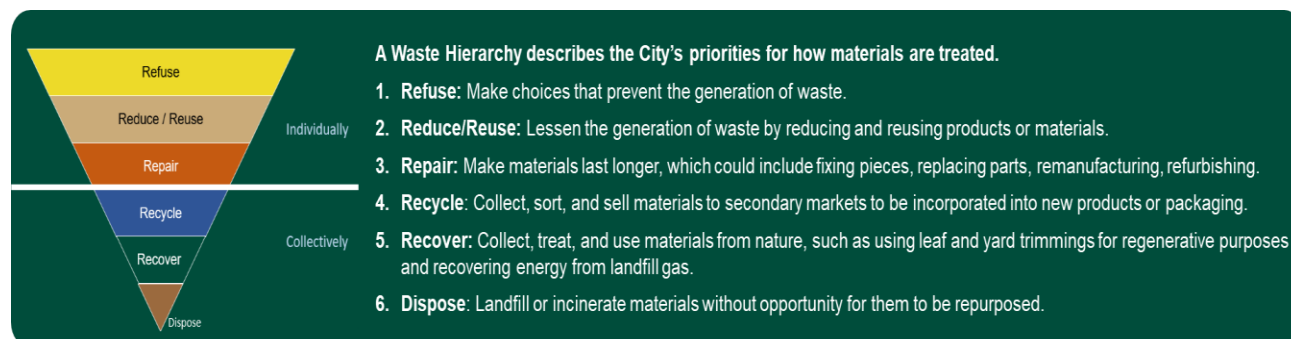
A final survey was launched on May 27 and closed on June 14, 2024, and a total of 369 survey responses were received. There were 12 survey questions, with the ten soliciting suggestions for the City's to consider when implementing ten of the SWS actions. The results of the survey have been used to develop strategies for a successful implementation of the SWS and are described in **Section 4.5**.

## 2.2 Setting Priorities

The waste hierarchy is a conceptual framework that can be applied to waste management practices to assess the extent to which efforts work towards the concept of zero waste.

The SWS adopted a six-tier waste hierarchy (provided in **Figure 2-6**) A solid white line divides the waste hierarchy into two distinct segments: the top segment are actions people can do individually (e.g., refusing, reducing, reusing, and repairing materials) and the bottom segment are actions that are done collectively, as they rely on the City's waste management systems (e.g., set out and collect waste for recycling, recovery and disposal).

**Figure 2-6: City of Greater Sudbury Waste Hierarchy**



## 2.3 Measuring Progress

Metrics are an essential aspect of a waste management strategy as they are used to quantitatively assess the performance of the IWMS. The SWS' metrics are intended to track performance over time and to compare performance against other similar jurisdictions.

Historically, a residential waste diversion rate was important to provide a high-level assessment of the overall performance of a jurisdiction's IWMS and determine Blue Box program funding. Due to Ontario's introduction of IPR programs, municipal Datacall reporting will no longer be required. As a result, many Ontario municipalities are now considering new metrics that can be used to indicate the overall system performance from year to year or from jurisdiction to jurisdiction.

The SWS recommends the following new metrics to track its system-wide overall performance:

**Residential  
Garbage  
Disposal Rate**

**Total Garbage  
Landfilled**

**GHG  
Emissions**

**Service  
Delivery  
Excellence**

### 2.3.1 Residential Garbage Disposal Rate

A per household or per capita garbage disposal rate provides the City with an indication of the overall quantity of garbage generated from the single-family residential sector and how effectively waste diversion programs are working. The metric involves a calculation of the total residential waste disposed divided by the number of households.

In 2023, the quantity of garbage received from residents from all sources (e.g., roadside and drop-off at City sites) was just over 41,000 tonnes. Based on the number of households and units serviced in 2023, it is estimated that there was approximately **556 kilograms of garbage generated per household** in 2023. Alternatively, the metric can be expressed as **240 kilograms of garbage generated per person** in 2023.

### 2.3.2 Total Garbage Disposed Annually

The total garbage disposed annually is intended to complement the residential garbage disposal rate metric and provide an all-inclusive measure of the total amount of garbage managed by the City. The total garbage disposed annually reflects the quantity of garbage produced by low- and high density residential customers, as well as the non-

residential sector including commercial and institutional customers, that use City services and facilities.

In 2023, **the total garbage disposed in all three landfills was 89,288 tonnes.**

### 2.3.3 Greenhouse Gas Emissions

The City has established a working group called the Climate Action Resource Team (CART) whose mandate is to advance the alignment of municipal operations and capital projects with the City's climate emergency declaration. CART's initiatives involve integrating the CEEP into the City's various business units, and it is developing mechanisms to measure its achievement.

In 2023, the City handled about 5,120 tonnes of organic waste through the Green Cart program. In 2023, the City managed about 124,500 tonnes of waste and it is assumed that approximately 31,900 tonnes was organic material generated from the residential and ICI sector. Approximately 84% of the total organic material (26,800 tonnes) could have been diverted away from the landfill.

The model was used to determine a baseline quantity of carbon dioxide equivalent (CO<sub>2</sub> eq.) that was emitted in 2023. The CO<sub>2</sub> eq. unit of measurement refers to the metric tonnes of carbon dioxide emissions that have the equivalent global warming potential as one metric tonne of another greenhouse gas.

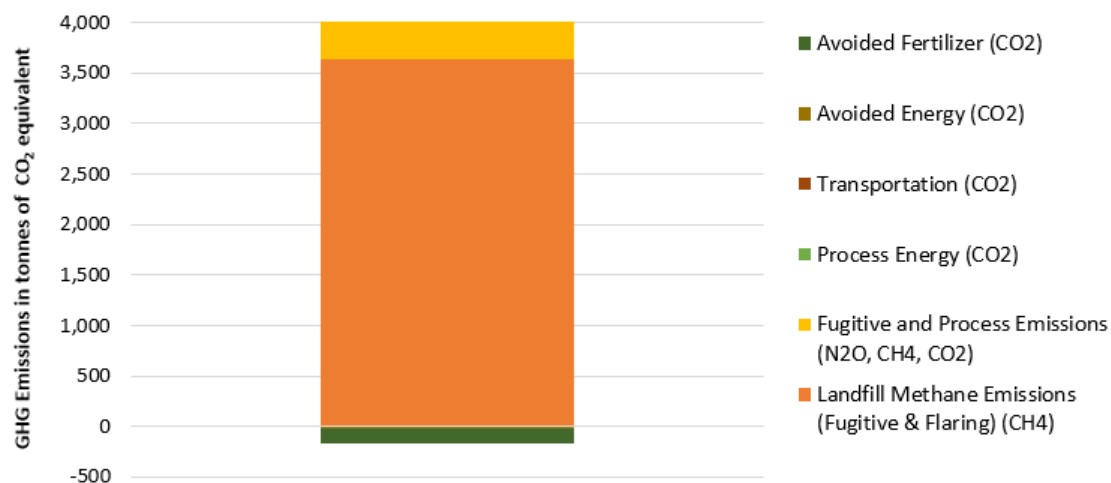
The 5,120 tonnes of organic waste that was composted, plus the 26,800 tonnes of organic material from the residential and ICI sector that were estimated to be in the garbage stream, were used as baseline data. Using the model, the current management of organic waste, results in a total of 4,250 tonnes of CO<sub>2</sub> eq.

**Figure 2-7** illustrates the 2023 baseline GHG emissions in metric tonnes of CO<sub>2</sub> equivalent, where the avoided GHG emissions are subtracted from the direct GHG emissions. They are categorized into the following:

- Avoided Fertilizer – the reduction of CO<sub>2</sub> emissions through the use of compost instead of a synthetic fertilizer;
- Avoided Energy – the CO<sub>2</sub> emissions avoided through the replacement of energy generated from fossil fuels with other energy sources (i.e., landfill gas capture, biogas from anaerobic digestion)
- Transportation – the CO<sub>2</sub> emissions associated with transportation of waste from a collection facility to end of life.
- Process Energy – the CO<sub>2</sub> emissions associated with processing waste for disposal or alternative end-use (i.e., collecting and processing landfill gas, use of operating equipment to aerate compost piles, etc.)

- Fugitive and Process Emissions – the nitrous oxide (N<sub>2</sub>O), methane (CH<sub>4</sub>), and CO<sub>2</sub> emissions associated with the composting process. The calculator converts these emissions to CO<sub>2</sub> equivalent.
- Landfill Methane Emissions – the CH<sub>4</sub> emissions associated with degradation of waste through the landfill cover and through combustion of landfill gas in a flare. The calculator converts these emissions to CO<sub>2</sub> equivalent.

**Figure 2-7: 2023 Baseline GHG Emissions by Source (in tonnes of CO<sub>2</sub> eq.)**



Nearly 89% of the emissions generated from the City's waste management operations can be attributed to landfill emissions, as the majority of organics produced in the City are disposed of in the landfill (excluding transportation emissions). If the City were to maintain status quo until 2034, the City could potentially generate approximately 3,600 tonnes of CO<sub>2</sub> equivalent from landfill emissions alone. Increased participation in the Green Cart program, as well as changes to processing operations and choice of infrastructure could potentially reduce the quantity of emissions generated from the disposal of organics at the landfill. Implementation of the recommended options could potentially result in a 12% reduction in landfill emissions.

### 2.3.4 Service Delivery Excellence

The satisfaction and service excellence experience of customers is critical to the success of the IWMS. A count of the number of calls received by the City provides an indication of its achievement with respect to customer satisfaction and service excellence. In the first half of 2024, the City received **approximately 13,106 waste-related calls**. Staff separate the calls into two categories: "first call resolution" calls, which are inquiry based / do not require in-depth investigation; and those that require

additional efforts to resolve. First call resolution calls are immediately resolved by the 311 Call Centre whereas those requiring additional effort are assigned to Environmental Services (e.g., a missed collection that requires investigation to determine why it happened and/or action to resolve).

Expressed as the number of calls per working day, the City received approximately 102 waste-related calls per working day in the first half of 2024. Notably, the 311 Call Center manages an average of approximately 70 inquiry-based calls per day and Environmental Service manages an average of approximately 32 calls per day that required investigation or action. Calls for missed collection and collector/contractor complaints are subdivided into “verified” service failures on the City’s part (which includes situations where the cause cannot be determined) and “unverified” where the customer required further information to understand the requirements or resolve the issue. Approximately 4.5 calls per day are verified service failures as a result of missed collection or collector/contractor complaints.

To establish a baseline from which the City can monitor its service delivery performance over time, regardless of population expansion, the number of calls per year can be expressed as a ratio of the number of calls per thousand households. A baseline can be established for each call type so that changes to call volumes can be compared year over year. For example, as there are currently approximately 74,000 households/units in Greater Sudbury, the City is currently receiving a total of **approximately 355 calls per thousand households annually**; with approximately one call per thousand cases being assigned to Environmental Services. Additional baseline measures can be developed for other categories of calls, such as verified calls for missed collections or complaints about collection operators.

**Section 4.2** further describes how the City’s service delivery performance can be reviewed annually against targets.



## 3.0 Considering the Future

### 3.1 Greater Sudbury's Future Needs

The SWS recommendations are actions that the City can implement over the next decade to prolong the life of its landfills and work toward achieving CEEP goals and the other guiding principles. Identifying key challenges, such as landfill and organic waste processing capacity limits was a preliminary step in developing SWS options for the future of waste management.

#### 3.1.1 Gaps, Challenges and Opportunities

As the SWS vision statement and Greater Sudbury waste hierarchy recognizes, a well-functioning waste management system requires both individual (e.g., residents) and collective (e.g., City staff) actions to address gaps and challenges. The SWS provided an analysis of gaps and challenges, as well as opportunities for improvement. Consideration was given to trends in resident behaviour, feedback from consultation, changes in the waste management industry, changes in waste quantities and composition, solid waste related infrastructure and other developments impacting the City's waste management system. Some of the gaps, challenges and/or opportunities identified are presented below with more details provided in the Phase 3 Report: How to Achieve Goals.

#### Extending Landfill Lifespan

As previously mentioned, there is extremely limited landfill capacity across Ontario. The City's active landfills are valuable assets and extending their lifespan will defer the cost associated with securing future residual waste disposal options (e.g., new landfill, expanded landfill, alternative technologies). The City has approximately 25 years of landfill life remaining overall among the three existing landfill sites, if current disposal quantities are continued. Potential opportunities to extend the landfill lifespans include:

- Updates to programs and policies to reduce the quantity of garbage and enhance waste diversion (e.g., adoption of fee mechanisms, changes to set-out policies);
- Identifying industry and partnership opportunities that could divert more waste from landfill (e.g., for organic waste processing); and
- Enhancing operations to optimize collection and landfill management.

## Population Density

It is important to recognize that the City has one of the largest land areas of municipalities in Canada (3,627 square kilometres) and, as an amalgamated City, is comprised of several different communities, including Sudbury, Capreol, Nickel Centre, Onaping Falls, Rayside-Baldour, Valley East, Walden, and other communities where the population density is relatively thin. The discrepancy in population densities within different urban, sub-urban and rural communities within Greater Sudbury presents a challenge for achieving efficiency in waste collection, and service reviews have the potential to identify further cost-savings and emission reduction improvements.

## Waste Collection

Increasingly, the waste industry is adopting automated collection, whereby residents place waste into carts, wheel it to the roadside and automated devices on the collection vehicle lift the cart and tip into the compartment. This shift helps the waste industry with employee retention and hiring as it reduces physical strain and repetitive motions on collection operators. As the City collects waste from approximately 63,000 single-family households, healthy ergonomics and efficiency are critical for operational and financial reasons. Based on the experience of other jurisdictions, cart collection can be completed more quickly, which reduces emissions and operating costs.

## Resident Behaviour

Source separation is a critical element of an effective waste management system. Source separation requires individuals to identify the type of waste they have and to place it into the correct waste container. Contamination causes a host of problems, such as increased methane in the landfill, downgrading of recycling, loss of potential revenue, plastic/ microplastic pollution, and increased health and safety risks. Mitigations efforts include providing promotion and education, enforcement (which includes collection operators leaving behind contaminated waste) and establishing policies that enable effective enforcement mechanisms.

## Organic Waste Processing

There is currently a gap between the quantity of organic waste that the City is **able to collect**, and the quantity of organic waste that it is **able to process**. The gap is a result of insufficient processing capacity and limited available footprint at the City's composting facility located at the Sudbury landfill. Through research studies, the City has worked towards closing this gap by assessing the feasibility of having an organics and biosolids anaerobic digestion facility. It is also considering aerobic technologies that could be implemented likely at a lower capital cost and still achieve the CEEP goal of diverting 90% of solid waste by 2050, which will largely be achieved through increased

diversion of organic waste, or finding partnerships or other facilities to which it could transport the organic waste.

When the City secures additional processing capacity, it anticipates expanding organics collection services to additional customers, (i.e., high density residential customers that are not on roadside collection, and larger industrial, commercial, and institutional (IC&I) participants such as restaurants, grocery retailers and seniors' residences).

### Health and Safety

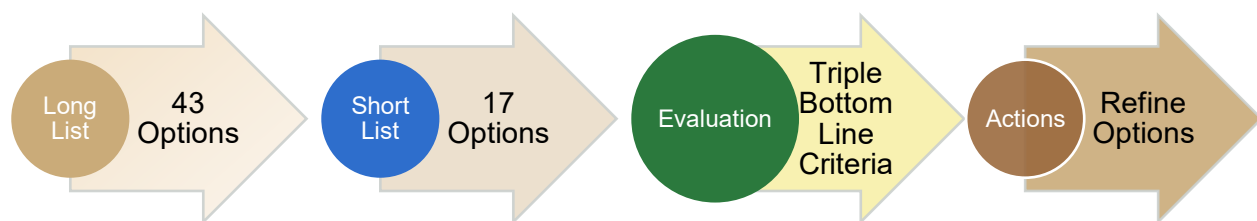
Another common health and safety concern for waste collectors manually handling waste is the risk of injury due to hazardous waste, including sharps (syringes, needles, and lancets) that may be in the garbage. To mitigate this risk, the City currently uses promotion and education tactics. While promotion and education are currently used to mitigate the risk, changes to the set-out policies can also be explored (e.g., carts, clear bags).

#### 3.1.1 Preliminary List of Options

To work toward the SWS vision and guiding principles, and to condense the analysis of gaps, challenges and opportunities, an initial list of potential options was developed.

**Figure 3-1** summarizes the options development process that was applied during Phase 3. The initial long list had 43 options, which were prioritized and refined to create a short list of 17 options. The long list of options can be found in the Phase 3 Report: How to Achieve Goals.

**Figure 3-1: Options Development Process**



As described in **Section 2.1** the project team held extensive internal and external engagement on the proposed options. Feedback from these committees was integrated to refine the options prior to conducting engagement activities with the general public and other interested parties.

## 3.2 Options Evaluation

During Phase 2, draft evaluation criteria were developed to assess each of the short-listed options. The evaluation was based on a triple-bottom line approach that considered two indicators each for environmental, economic, and social categories. The criteria were applied to the draft options and feedback was received from the public and interested parties in the Phase 3 consultation events.

### 3.2.1 Triple Bottom Line Evaluation

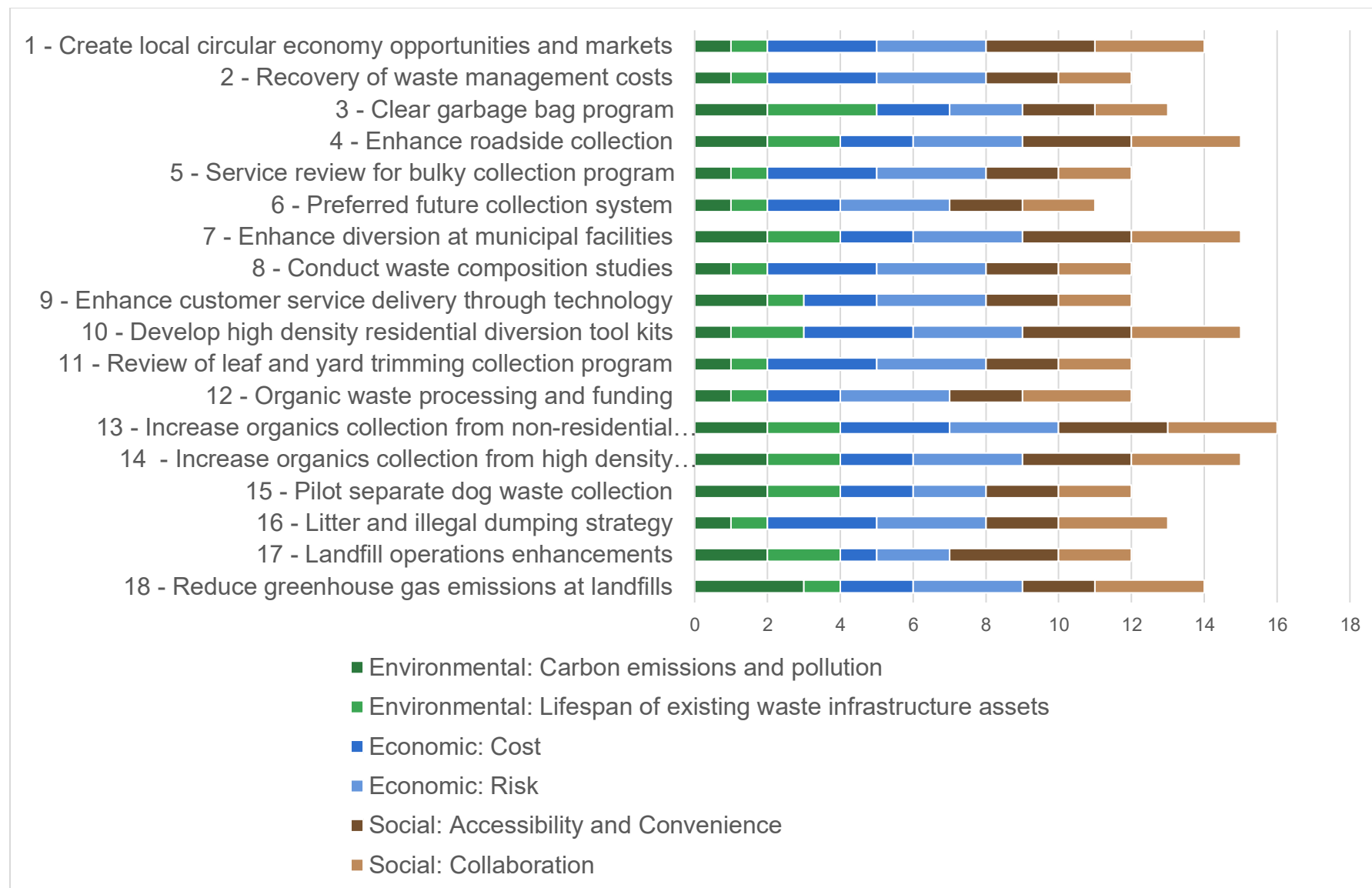
The following six evaluation questions were developed that considered potential impacts to the environment, economy and socially: The six questions included:

- Does the option reduce carbon emissions and pollution in the City and beyond and work towards achieving net zero emissions by 2050?
- Does the option extend the life of the landfills and prioritize policies and programs that maximize reduction and diversion?
- What does the option cost the City in terms of capital and annual operating costs?
- What are the potential risks with this option?
- Does the option make diversion programs accessible, safe, and convenient?
- Does the option support collaboration with other municipalities, local businesses, First Nation communities, environmental organizations, etc.?

### 3.2.2 Outcome of Evaluation

The evaluation criteria were applied to the options which helped determine the options' potential to improve the waste management system over the next 10 years from environmental, economic and social lenses. **Figure 3-2** provides an illustrative summary of the evaluation results. The maximum total score for any option is 18. The longer the bar, the more favourable the option scored in the evaluation. All the recommended options received reasonable scores and were deemed reasonable to carry forward.

It should be noted that some options are studies or work that involves detailed planning prior to implementation. As a result of the option not providing immediate results, these options scored low on the criteria (e.g., environmental benefits).

**Figure 3-2: Evaluation Results**


### 3.2.3 What We Heard

As described in **Section 2.1.1** considerable engagement and consultation was undertaken to gather public feedback on the draft options. Residents were asked to indicate their level of support for the options through an online survey and additional feedback was received through open ended questions and through in-person community engagement activities. In terms of level of support, most options had over 70% support from survey respondents and the option with the lowest level of support was the Clear Garbage Bag Program which received 50% or a neutral overall response.

A lower level of support doesn't mean that the City should not move forward; however, it signals that there may be more effort required to make the option successful. Through promotion and education, and well-planned implementation the City can mitigate the concerns that we learned about. Information/feedback received from the public consultation process is especially valuable in these cases.

As a result of the feedback received, the 17 short-listed options were refined and a new option was added: "Diversion tool kits for high density residential and IC&I sectors". Results of the Phase 3 engagement is documented in the Phase 3 Report: How to Achieve Goals.



## 4.0 Recommendations

The final list of options has been developed into 18 recommendations, which are to:

1. Create local circular economy opportunities and markets;
2. Recover waste management costs;
3. Implement a clear garbage bag program;
4. Enhance roadside collection;
5. Review the bulky waste collection program;
6. Develop the preferred future collection system;
7. Enhance existing diversion program at municipal facilities;
8. Conduct waste composition studies;
9. Enhance customer service delivery through technology;
10. Develop diversion tool kits for the high density residential and ICI sectors;
11. Review the leaf and yard trimming collection program;
12. Secure organic waste processing and funding;
13. Increase organics collection from non-residential sector;
14. Increase organics collection from apartment buildings;
15. Pilot separate dog waste collection;
16. Develop a litter and illegal dumping strategy;
17. Enhance landfill operations; and
18. Reduce greenhouse gas emissions at landfills

Upon Council adoption, these recommendations will be provided as detailed reports/ business cases seeking Council approval for implementation to advance the City's waste management goals, including minimizing the quantity of waste requiring handling and disposal, maximizing waste diversion opportunities, and providing quality services in a cost-efficient manner. As well, the recommendations support the City in fulfilling its commitment to addressing the climate emergency and supporting achievement of its CEEP goals.

The recommendations are clustered into categories under headings from the waste hierarchy and the anticipated impacts are discussed below. Descriptions of the 18 recommended options are provided in **Appendix A**.

### 4.1 Anticipated Impact of the Recommended Actions

The SWS recommended 18 actions are aligned with the waste hierarchy and are anticipated to have the following outcomes:

### **Reduce / Reuse / Repair**

The reduce/ reuse/ repair category has one option (i.e., option #1) that centers around not creating waste in the first place. It supports the City in forming and facilitating partnerships that keep materials in circulation, which can help avoid raw resource extraction for new products. Importantly, if reduction, reuse, and repair options are effective, the City would not handle, process, or dispose of as much material. Furthermore, local opportunities for reuse and repair have the added benefit of reducing carbon footprints by reducing long distance transportation of waste.

The anticipated outcomes are:

- Minimize the total quantity of waste to City handles;
- Researches the viability of local opportunities for reuse and repair; and
- Move towards achieving the City's climate change goal by reducing and reusing.

### **Recycle**

The recycle category has nine options (i.e., options #2 through 10) which focus on increasing diversion through improved participation in existing diversion programs and implementation of new programs for both residential and non-residential customers. Using technology and program enhancements, the recycle options help the City extend the life of the landfills and delays the need for new landfill capacity, while working towards CEEP goals. Some of these options include opportunities to increase diversion through low-cost policy changes and making the collection system more efficient and convenient.

The anticipated outcomes are:

- Reduce the quantity of garbage disposed in the landfill;
- Delay the need for new disposal capacity;
- Increase customer service satisfaction; and
- Move towards achieving the City's climate change goals.

### **Recover**

The recover category has four options (i.e., options #11 through 14) which center around improving and enhancing both Green Cart organics and leaf and yard trimming programs. These options aim to achieve significant emissions reductions by keeping organic waste out of landfill, as methane is a potent greenhouse gas that comes from decaying food waste.

The anticipated outcomes are:

- Reduce food waste in landfills;
- Delay the need for new disposal capacity;
- Create compost; and
- Move towards achieving the City's climate change goals by increasing diversion and reducing emissions.

### **Dispose**

The dispose category has four options (i.e., options #15 through 18) which provide opportunities to improve public space waste management, increase landfill efficiencies and reductions in GHG emissions.

The anticipated outcomes are:

- Increase efficiencies;
- Reduce litter and illegal dumping of waste;
- Conserve landfill space;
- Increase customer service satisfaction; and
- Move towards achieving the City's climate change goals by reducing emissions.

## 4.2 SWS 10-Year Targets

In **Section 2.3**, four metrics were selected that will serve to understand performance of the City's waste management system. Based on the anticipated impacts of the 18 recommendations, the anticipated targets for each metric have been estimated.

**Residential garbage disposal rate:** By implementing the SWS actions could result in each individual resident reducing the amount of garbage they create by **16%**.

**Total garbage disposed annually:** Collectively, the total amount of resident and non-residential waste landfill is estimated to be reduced by **22%**.

**GHG emissions generated and reduced:** Increasing participation in the Green Cart program through the SWS actions will support the City's CEEP goals and reduce the quantity of organics landfilled. This is estimated to reduce greenhouse gas emissions at the landfill by **12%**.

**Service Delivery Excellence:** Over the course of the SWS implementation, continuous improvement in customer services will be targeted and will be measured as a percentage reduction based on the number of verified customer calls. If the City achieves one to 9 percent, it will be considered a fair level of improvement; 10 to 25 percent will be considered good; and 26 to 50 percent will be considered excellent.

Some of the options are studies and pilot projects that upon completion, will provide better information to the City to advance decision-making. It is anticipated that additional benefits (e.g., more information about the waste system, waste quantities and composition; information on opportunities including potential funding mechanisms) and associated impacts to the four metrics noted above (i.e., reduced waste to be managed, decrease in GHG emissions) will be achieved through the implementation of the following study and pilot recommended actions:

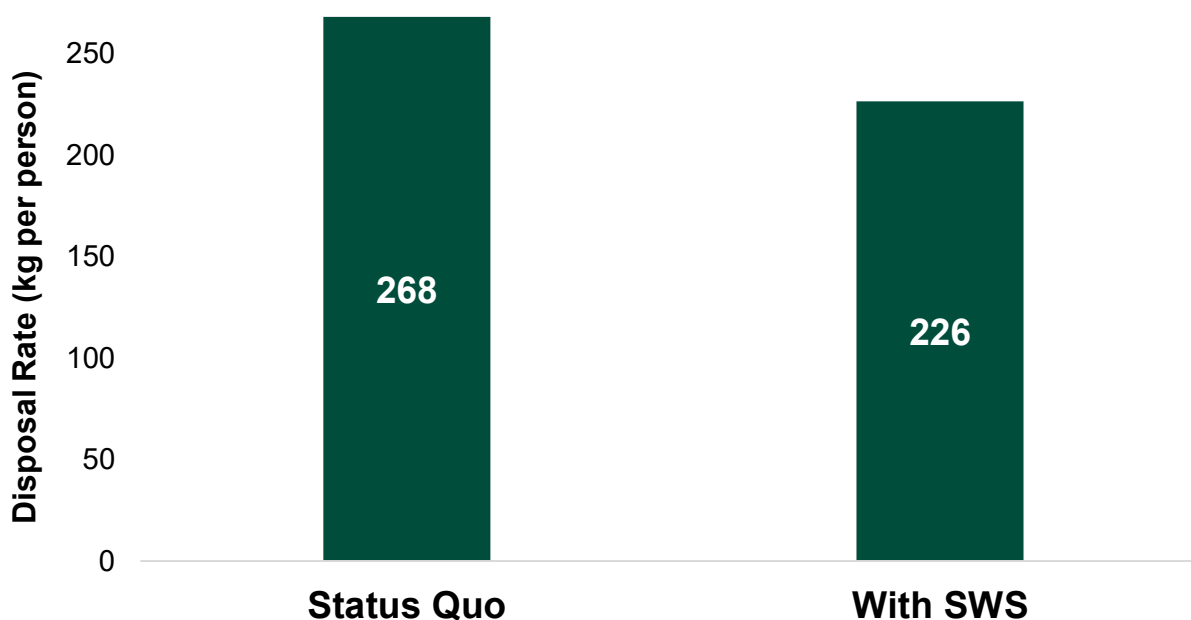
- Recovery of waste management costs;
- Bulky collection program service review;
- Preferred future collection system;
- Conduct waste quantity and composition studies;
- Review leaf and yard trimming collection program;
- Organic waste processing and funding;

- Pilot separate dog waste collection;
- Litter and illegal dumping strategy; and
- Pilot biosystem at the landfill to reduce greenhouse gas emissions.

#### 4.2.1 Impact of Not Implementing Recommended Actions

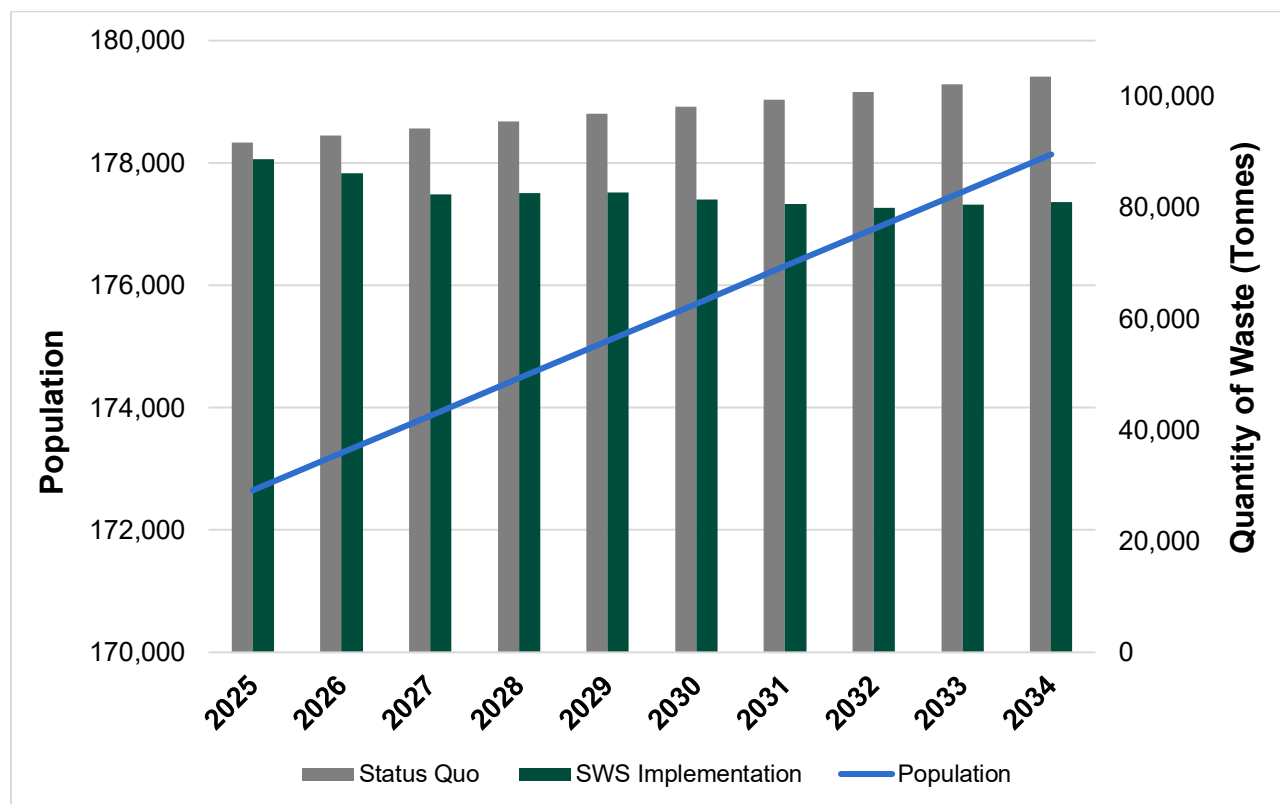
**Figure 4-1** illustrates the difference in per person residential waste disposal rate if the City continues with status quo or implements the 18 recommended SWS options. Implementation of SWS options results in a 16% reduction in waste disposed per capita compared to the status quo.

**Figure 4-1: Comparison of Residential Waste Disposal Rates (Status Quo vs. SWS Implementation)**



**Figure 4-2** provides an overview of the population growth up to 2034 and the total waste disposed annually from both the residential and non-residential customers for two scenarios: with and without the SWS actions implemented. Significant reductions in waste disposed can be observed from year 2027 and onwards with the implementation of SWS options even with an increasing population. By the end of the planning period it is estimated that, compared to status quo, implementation of SWS options would result in approximately 22,500 more tonnes of waste being diverted from the landfill each year.

**Figure 4-2: Comparison of Total Residential and Non-Residential Garbage Landfilled (Status Quo vs. SWS Implementation)**



### 4.3 Potential Impacts

The potential impacts of the 18 recommended actions to waste diversion and GHG emission reductions were estimated and ranked as low, medium and high. The clear garbage bag program (for residential and non-residential customers) and the implementation and expansion of the Green Cart program (to apartment and condominium buildings and to the non-residential sector) are expected to achieve the highest impacts.

The City of Greater Sudbury already provides waste diversion programs like Green Cart and Blue Box which create the biggest impact to metrics like reducing GHG emissions and the amount of waste disposed in landfills. New programs targeting specific waste streams (e.g., batteries, clothing) or enhancements to existing programs will create incremental improvements to those already achieved by the City.

Cost estimates were also estimated as low, medium or high when considering the combined capital and annual operating estimated costs to plan and implement the option. Overall, the SWS actions are estimated to cost \$2 million over the 10-year planning period and the cost to implement Year 1 SWS actions, as detailed in the



recommended implementation timeline, is estimated at \$505,000 of which, approximately a one-time cost of \$70,000 (or 14%) is for the clear bag program (e.g., staff time, promotion and education). The SWS recommends continuing to bring in low-cost policy changes and best practices that modestly increase the waste diversion rate and reduce the amount of garbage created and handled by the City, support progress to meet CEEP goals and enable the City to continue to use its current landfill assets to the extent possible.

For context, to replace a landfill similar to the Sudbury Landfill, the estimated cost is \$100 million and to replace a landfill similar to the Hanmer or Azilda sites, the cost is estimated at \$50 million each. Delaying the need for new landfill capacity is a cost-effective approach and was top of mind throughout the SWS development. In addition, delaying the need for alternative technologies to reduce the quantity of garbage landfilled was also top of mind. Technologies like incineration have been considered by other municipalities such as the City of Ottawa who estimates the cost of a new facility to be within \$450 and \$500 million.

The ranges used to categorize the potential impacts to costs, diversion and GHG emissions are provided in **Table 4-1**. A summary of the potential for each option is provided in **Table 4-2**. The recommended actions impact different customer types including low-density residential (LDR), high-density residential buildings like apartments and condos (HDR), non-residential (NR) and/or municipal facilities (MF).

As noted above, there are several actions that involve undertaking studies or pilot projects. The results are pending on these studies, including the costs/opportunities for cost savings and the potential for increased waste diversion.





**Table 4-1: Legend for Potential Impacts**

Potential Impact	Cost Range	Diversion Impact	GHG Impact (as landfill emissions in CO <sub>2</sub> e)
Low	\$50,000 or less	1% or less	Little to no reductions
Medium	\$50,000 to \$300,000	2% to 4%	Some reductions
High	More than \$300,000	More than 4%	Large reductions
Not applicable	Little to no impact or difficult to measure		
TBD	These recommendations are studies and pilot projects. The potential impacts will be determined following the completion of the studies and pilot projects.		

Table 4-2: Potential Impacts from Recommendations

Table Legend

LDR - low density residential, HDR - high-density residential, NR - non-residential, MF - municipal facilities

SWS Actions	Targeted Sector	Cost Range	Diversion Impact	GHG Reduction Impact
 Reduce				
Create local circular economy opportunities	LDR, HDR, NR	Low	Low	Low
 Recycle				
Recovery of waste management costs	LDR, HDR, NR	Low	TBD	TBD
<b>Clear garbage bag program</b>	<b>LDR, HDR, NR</b>	<b>Medium</b>	<b>High</b>	<b>High</b>
Enhance roadside collection	LDR, HDR	Medium	Low	Low
Bulky waste collection program review	LDR, HDR	Low	TBD	TBD
Preferred future collection system	LDR, HDR, NR	Medium	TBD	TBD
Enhance existing diversion program at municipal facilities	MF	High	Low	Low
Conduct waste composition studies	LDR, HDR, NR, MF	Low	Not applicable	Not applicable
Enhance customer service delivery through technology	LDR, HDR, NR	Medium	Low	Low
Create diversion tool kits for apartments, condos and the non-residential sector	HDR, NR	Low	Low	Low
 Recover				
Review leaf and yard trimming collection program	LDR	Low	TBD	TBD
Organic waste processing and funding	LDR, HDR, NR, MF	Medium	Not applicable	Not applicable
<b>Increase organics collection from non-residential sector</b>	<b>NR</b>	<b>Low</b>	<b>Medium</b>	<b>Medium</b>
<b>Increase organics collection from apartment buildings</b>	<b>HDR</b>	<b>High</b>	<b>Medium</b>	<b>Medium</b>
 Dispose				
Pilot separate dog waste collection	LDR, HDR	Medium	Not applicable	Low
Litter and illegal dumping strategy	LDR, HDR, NR	Medium	Not applicable	Low
Landfill operations enhancements	LDR, HDR, NR, MF	Medium	Not applicable	TBD
Pilot biosystem at landfill to reduce greenhouse gas emissions	LDR, HDR, NR, MF	Medium	Not applicable	TBD

## 4.4 Implementation Timeline

The SWS timeline identifies how the recommended actions can be put in place over the next ten years and contemplates the City's planning, implementation, and monitoring-related needs. The timeline extends to 2034 with monitoring and maintenance activities in place for all the recommended actions from 2031 through to 2034.

The implementation plan was developed in consultation with City staff who supported the process by identifying important milestones, such as the timeline of regulatory changes (e.g., the Blue Box transition date); and the end date of existing contracts (e.g., the collection contract).

The recommended action to implement a **Clear Garbage Bag Program** is timed to begin in 2025 as this option has the biggest impact on diversion and GHG emission reductions over the life of the SWS. The timing is strategic, as the clear garbage bag program addresses a health and safety concern to collection operators, and creates the necessary behavioural change (i.e., prompts resident to sort their waste appropriately), to support the implementation of other recommended options. In particular, planning of the **Preferred Future Collection System** will need to be in place prior to the end of the current roadside collection contract (which expires in 2028 or 2029 if extended for one year), and seeing improvement to how waste is sorted at home in advance of the implementation of changes to the collection system (e.g., transition to the use of carts) helps the City mitigate possible future contamination concerns. Furthermore, the action drives behavioural change, and habituates residents to diverting waste.

Similarly, the recommended action to **Enhance Existing Diversion Programs at Municipal Facilities** can be planned and implemented relatively early in the timeline. Through this action, municipal facilities can lead by example and educate residents on proper diversion, while diverting more waste and reducing contamination. Currently municipal facilities use a range of waste containers and offer varying levels of service (e.g., some have both Blue Box and Green Cart, some just have Blue Box, etc.). The planning and implementation of this action will consider how new standardized containers, and promotion and education initiatives, can be purchased and phased in over several years, to spread out container replacement costs.

As identified in **Section 1.4**, due to Ontario's transition of responsibility for the Blue Box program to producers, as of April 1, 2025, the City will no longer be responsible for providing roadside collection of Blue Box materials to residents. The recommended options to **increase organic collection** from the non-residential sector and from high density residential customers will be planned and implemented after the Blue Box transition and represents increases to the service level and to the quantity of organic waste diverted from landfill. Planning for these options is an initial and critical first step

and additional processing organic waste capacity is required prior to implementing this option. Based on municipal best practices, the City's current organic waste processing capacity should be reserved to meet the needs of the existing roadside residential program and cannot be exceeded due to ECA limitations. Expanding the program should only occur once additional processing capacity is secured by the City. This is scheduled to begin in 2028 however it is noted that this timing could occur earlier should processing capacity be secured earlier.

With respect to the recommended action of enhancing landfill operations, there are three sequential elements: compaction equipment, scale software and traffic flow. Maximizing the airspace available at the landfill through investments in compaction equipment is the first in this sequence due to its potential to prolong the life of the landfills.

**Table 4-3** provides an overview of the SWS actions and the proposed implementation timeline.

Table 4-3: Anticipated Implementation Timeline

Implementation Timeline of SWS Actions	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Reduce											
Create local circular economy opportunities		P	I	M							
Recycle											
Recovery of waste management costs	P&I	M			I	M					
Clear garbage bag program	P&I	M									
Enhance roadside collection		P	I	M							
Bulky waste collection program review	P	I	M								
Preferred future collection system	P	I	M								
Enhance diversion at municipal facilities		P&I	M								
Conduct waste composition studies	P&I	M									
Enhance customer service delivery through technology			P	I	M						
Create diversion tool kits for apartments, condos and the non-residential sector		P&I	M								
Recover											
Review leaf and yard trimming collection program	P	I	M								
Organic waste processing and funding	P		I	M							
Increase organics collection from non-residential sector				P		I	M				
Increase organics collection from apartment buildings				P		I	M				
Dispose											
Pilot separate dog waste collection				P	I	M					
Litter and illegal dumping strategy			P&I	M							
Landfill operations enhancements:											
Compaction equipment	P	I	M								
Scale software		P	I	M							
Traffic flow			P&I	I	M						
Pilot biosystem at landfill to reduce GHG emissions				P		I	M				

## 4.5 Strategies for a Successful Implementation

Once City Council adopts the SWS, staff will be preparing detailed reports/ businesses cases seeking Council approval for implementation. This will involve elaborating and clarifying operational, policy and planning details, and developing communications and monitoring plans. The following key strategies are anticipated to improve the outcome of the recommended actions as they are implemented:

- **Planning:** Based on the timeline above, staff will plan how to implement the action including consideration of the feedback received during the Phase 4 engagement (see below). For some actions, this would involve creating a scope of work that would refine and clarify processes and methodologies involved in research studies.
- **Internal communication:** Another initial success factor is to engage internal staff who can collaborate on implementing the action. This may take several different forms, including conversations with operationally focused staff, or those responsible for municipal facilities, to identify considerations such as availability of space and ongoing activities on sites that would be involved in the action.
- **Public and customized communication plans:** Many of the actions will require a communications plan that will identify information that the public or that specific audiences will need concerning one or more actions. A communication plan will provide specific ideas on target audiences, key messages, and the timing of the messages to enable the City to prepare the public (or key audiences) for changes. The intended outcome of a communications plan is to provide residents, community groups, businesses, or other audiences with information on why changes are coming, what the changes will be, and to provide appropriate information in advance of the change so that any concerns that would be raised can be resolved.
- **Monitoring:** Identifying problems early allows staff to develop solutions and resolve issues more immediately. As the actions are developed for implementation, staff can build in monitoring mechanisms, including feedback loops, for both the implementation itself, and for the 10-year SWS planning horizon.

In the final phase of the SWS development, a final public survey was issued which gathered suggestions on what the City should consider when implementing recommendations. Participants provided specific ideas to support the implementation of ten actions that impact residents included in the survey. For example, survey respondents made suggestions, such as:

- Partner with schools to create reuse workshops and repair programs to educate the next generation on recycling and repurposing;

- Involve non-profit organizations that currently provide services (e.g., Scouts and Guides);
- Allow clear bags to be stored in a can/container to allow for privacy and avoid animals breaking into garbage;
- Create a black bag collection program that allows residents to trade in unused black bags for clear bags;
- Consider an annual bulk pickup day to reduce illegal dumping;
- Create incentives to boost participation in apartments, condos and the non-residential sector who currently do not separate waste; and
- Consider different ways to enforce participation in diversion programs.

To monitor progress of the 18 recommended actions, it is suggested to review the status of the SWS halfway through the planning period (i.e., year 5). At this point in time, the City can assess if the intended outcomes are being achieved and if any updates or changes are required to stay on the path. In addition, monitoring the regulatory regime and developments in the waste management industry may provide an opportunity to implement new programs (e.g., markets become available for materials that are currently disposed). This five-year review will provide the opportunity to adapt to the current conditions of the waste management system.



## 5.0 Closing

At this point in time, the City is managing its waste at its transfer station and three landfills and waste diversion sites and has achieved a relatively consistent residential diversion rate (averaging 44 percent) over the last 10 years. However, assuming the City continues its flat line trajectory, landfill capacity will decrease steadily. Due to the planning time horizon and capital investments required to secure alternative disposal options (i.e., a new landfill or incinerator), the City will need to start the process, and requesting funds, for alternative disposal options at least a decade before its disposal capacity reaches a critical point. The planning and approval process can be expected to take approximately 10 years and, given the experience in other Ontario jurisdiction, siting and approval processes come with a high degree of uncertainty.

Prolonging the life of its landfills delays the need for new disposal capacity. The SWS' recommended actions support the City in continuing in its effort to maintain its landfills as assets: 25 years ago, the City estimated its landfill life to be 25 years. Currently, the City still estimates that its landfills have 25 years of remaining capacity. As factors such as increased population growth will reduce the remaining years of capacity, it is imperative that the City consider ways to decrease the amount of garbage it handles.

Through its 18 recommended actions the SWS provides a roadmap for the City to delay the need for new disposal solutions. The SWS recommendations are based on best practice research, quantitative analysis, cost estimates and forecasts, and consideration of the resources available within the waste industry and within Greater Sudbury.

While this is a time of considerable changes impacting the management of waste, residents' behaviour may be improved. As individuals take responsibility for their waste, the City can work towards achieving Council's CEEP and net zero emissions goals. The SWS provides a plan for the Greater Sudbury community to continue to take progressive actions to responsibly manage waste and preserve assets and the shared environment for future generations.

# APPENDIX A

## Description of the Recommended Actions

The following provides descriptions of each of the recommended actions. Their estimated impacts on waste diversion and GHG emission reductions as well as the financial impacts is provided in **Section 4.3**.

### Reduce / Reuse / Repair

1. **Create local circular economy opportunities:** The City will hold a series of workshops for City staff and local institutions, businesses, and organizations to find ways to reduce, reuse, repair, refurbish and/or remanufacture materials that would otherwise be landfilled. The aim will be that materials currently wasted will be used over again by local businesses/ organizations thus creating a made-in-Greater Sudbury solution.

### Recycle

2. **Recovery of waste management costs:** A study will be undertaken to determine ways to recover costs, increase diversion and save valuable landfill space. The analysis will consider a full or partial user pay system for roadside collection of some waste streams (i.e., garbage, bulky waste), whether the Residential Tipping Fee Holiday should be reduced or eliminated, and consideration of fees for non-residential recycling processing and future organics collection and processing for non-residential locations as well as apartments, townhouses, and condominiums.

3. **Implement a clear garbage bag program:** To reduce health and safety concerns and increase participation in the Blue Box and Green Cart programs, clear bags will be used for garbage collection by both residential (e.g., houses, apartments, condos, and townhouses) and non-residential customers (e.g., businesses, organizations, schools and industries). A regular plastic shopping-bag sized opaque bag will be permitted within each clear bag. As the policy's implementation is planned, consideration will be given to the benefits (e.g., additional privacy) and drawbacks (e.g., collectors' time and physical effort) of permitted clear bags to placed within a container on collection day for privacy purposes noting that provision of containers can add to collection operator physical strain to heave out bags from the containers. Given that clear garbage bag programs are common in Ontario municipalities, staff will work with local retailers to see that clear bags will be stocked in retail locations that sell garbage bags. Advanced notice will be provided to residents on the planned start date for the program. A list of municipalities that currently have a clear bag program is provided in **Appendix B**.

4. **Enhance roadside collection:** The City will explore partnership opportunities with organizations that collect batteries and textiles (e.g., clothing) with the intention of providing a roadside collection program. The City may be able to benefit from IPR

funding for the provision of a roadside battery collection program, which provides a higher level of convenience for residents by using a small bag for storage and set out, as well as to reduce the number of batteries ending up in the garbage, Blue Box and Green Cart, which poses environmental, health, and safety concerns. A textile collection program provides a convenient way for residents to separate and recycle their textiles in their own homes, as well as supports and promotes local organizations that manage used textiles.

**5. Bulky waste collection program review:** The City will conduct a review of its bulky waste collection program. The review will include an assessment of the current service level including an assessment of the cost to the City. Options to review include consideration of user fees, adjusting the collection approach to be within specific days and/or times of the year, and promoting specific days for gently used bulky items to be set at the roadside for reuse.

**6. Preferred future collection system:** The City will review how it will provide collection services in time for the new collection contract and how to finance the future collection system under a partial or full user pay model. The review will consider the upcoming transition of the Blue Box program from the City to producers and the desire to shift to automated collection with a fleet that has reduced emissions based on latest industry trends.

**7. Enhance existing diversion program at municipal facilities:** The City will develop guidelines and purchase standardized waste containers to have a consistent design and appearance both indoors and outdoors at locations such as parks, libraries, community centres and arenas. This option aims to help the City lead by example, inform residents on how to separate waste properly and encourage residents to properly divert waste in their own homes.

**8. Conduct waste composition studies:** The City will conduct waste audits to measure the performance of programs before and after its Blue Box transition date (April 1, 2025). Data will be collected for different customer types (i.e., houses, apartments, commercial and industrial) where possible. The audit studies will inform the City of its waste composition pre- and post-transition to the producer responsibility Blue Box collection system and will support the City in understanding if there is an increase in Green Cart contamination, recycling in garbage, or other quantity/composition issues post-transition. Better understanding the City's performance both before and after the

transition will help it to address issues, focus efforts and apply continuous improvement best practices.

**9. Enhance customer service delivery through technology:** The City currently uses an outdated collection routing and vehicle locating system that has limited applications that are compatible with newer collection and routing technology. The update will enhance customer service delivery as it is expected to support timely, efficient, and reliable resolution of customer service inquiries; improvements to collection routing; access to improved data for monitoring and reporting purposes; and increased safety.

**10. Create diversion tool kits for apartments, condos and non-residential sector:** The City will develop guidelines and promotional and education materials for reducing contamination and increasing diversion from apartments, townhouses, condominiums, and businesses. Promotion and education will specifically target the unique challenges of living in an apartment, townhouse and/or condominium in comparison to a single-family home.

## Recover

**11. Review leaf and yard trimming collection program:** The City will remove grass clippings as an acceptable item in the leaf and yard trimmings program. Most municipalities do not allow grass in their leaf and yard waste programs as high nitrogen levels result in a sub-optimal material mixture. Residents can “grass cycle” or leave grass clippings on their lawns which helps moisture and nitrogen return to the soil.

The City may also consider adjusting the number of leaf and yard collections on an annual basis when considering the preferred future collection system. This would contribute to operational and economical efficiencies and environmental benefits such as using less fuel and reduced greenhouse gas emissions associated with collection.

**12. Organic waste processing and funding:** Organic waste is currently taken to the Organic Composting Area at the Sudbury Landfill and Waste Diversion Site, where the City is permitted and licensed to compost using an aerobic windrow method. For the City to be able to process more organic waste, a study will be undertaken to review estimates of potential organic waste quantities, aerobic composting technologies, and potential partnerships and contracts. Increasing the quantity of organic waste composted will help the City move towards its Community Energy and Emissions Plan goals.

**13. Increase organics collection from non-residential sector:** Once the City has secured increased organics processing capacity for Green Cart materials, the organic collection program will be expanded to the non-residential sector like businesses and restaurants.

**14. Increase organics collection from apartment buildings:** Once the City has secured increased organics processing capacity for Green Cart materials, the organics collection program will be expanded to apartment and condominium buildings and townhouses with more than six residential units.

### Dispose

**15. Pilot separate dog waste collection:** The City will pilot an in-ground dog waste collection program at up to five locations where a separate receptacle for dog waste will be set up near roadside litter containers. If successful, the City could consider expanding the program and diverting the waste to a specialized processing facility.

**16. Litter and illegal dumping strategy:** The City will develop a strategy to address litter and illegal dumping that is anticipated to review the current state of litter and dumping, identify the City's current management approach, consult with necessary interested parties on opportunities for improvement and provide recommendations. As well, consideration will be given to how actions can be planned and implemented to coincide with other changes to other waste programs, including the other Sustainable Waste Strategy recommendations.

**17. Landfill operations enhancements:** The City will finalize the design for traffic flow at the three sites. The focus will be to review existing traffic control measures and confirm the preferred approach for improving traffic flow, reducing wait times and idling and increasing the overall efficiency at its landfill and waste diversion sites. Another component of this option will be the purchase of equipment to measure and monitor waste compaction at the landfills to support maximizing landfill capacity. Lastly, this option will also consider the use of modernized scale software that could be used to improve landfill access requirements (e.g., to ensure non-City of Greater Sudbury residents are not accessing the sites). Modernizing the scale software is intended to provide efficiencies, support effective contract management and enhance customers' experience.

**18. Reduce greenhouse gas emissions at landfills:** The Sudbury Landfill has an active landfill gas collection system, as is required given its size. However, due their

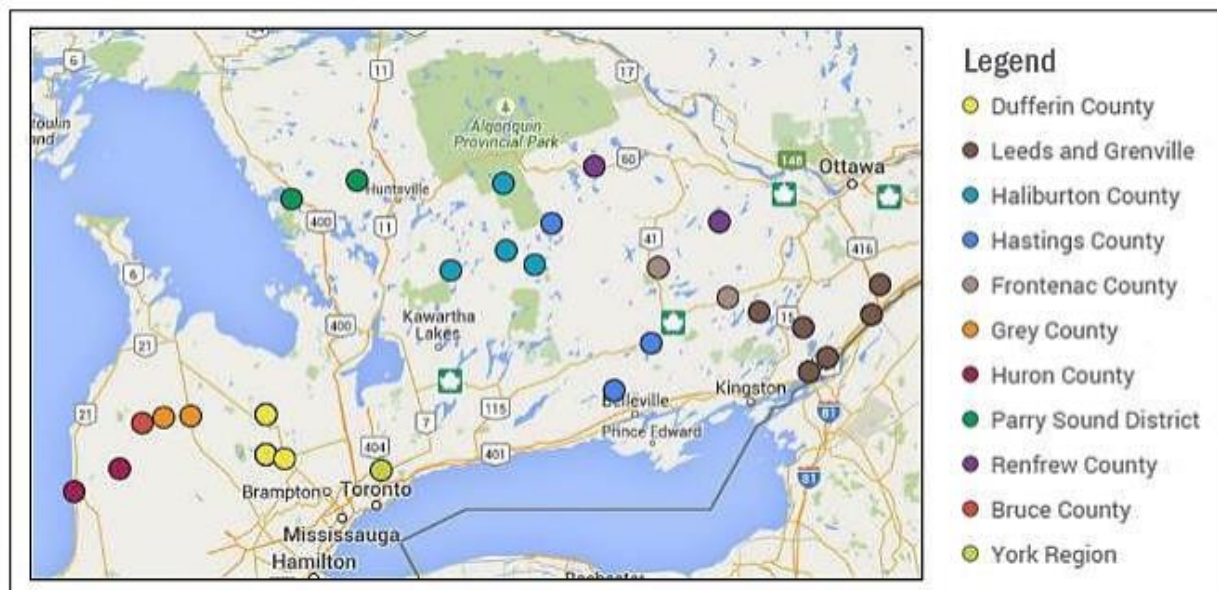
smaller size, the Hanmer and Azilda Landfills are active landfills that do not have gas collection systems (as they fall below the provincial legislative requirements and are too small to provide a return on investment for a gas-to-energy project). To better understand opportunities for emissions reduction at smaller sites, this pilot project will test the effectiveness of a passive biosystem at a closed landfill site or landfill cell within an active site and assess the potential to reduce landfill methane emissions and contribute to CEEP goals. The results could inform the City of the potential for improving the management of three closed landfill sites (which continue to emit methane gas or greenhouse gases) and the potential to reduce emissions at the Hanmer and Azilda landfill sites.



# APPENDIX B

## Clear Bag Programs Implemented in Other Jurisdictions

Many municipalities have introduced programs for the use of Clear Bags for garbage collection. In 2015, the Continuous Improvement Fund's "Clear Bag Garbage Program Implementation Toolkit" estimated that more than half a million households were involved in clear bag garbage collection programs across Canada and that approximately 40 Ontario municipalities have programs.<sup>3</sup> In this same toolkit, the following map was prepared to illustrate the number of municipalities with clear garbage bag collection at the time of publication (2015).



A number of the Ontario based programs including Dufferin County, Markham and West Grey have been highlighted within this toolkit along with examples of resource materials created to support the design, communication and successful rollout of their individual clear bag garbage programs.

## Updated List of Municipalities with Clear Bag Programs

### Ontario

1. City of Cornwall (beginning April 2025)
2. City of Goderich
3. City of Guelph
4. City of Kawartha Lakes
5. City of Markham
6. City of Peterborough
7. City of Ottawa – not yet implemented

<sup>3</sup> <https://thecif.ca/projects/documents/748-Clear-Bag-Toolkit.pdf>

8. Dufferin County
  - Township of Amaranth
  - Township of East Garafraxa
  - Town of Grand Valley
  - Township of Melancthon
  - Town of Mono
  - Township of Mulmur
  - Town of Orangeville
  - Town of Shelburne
9. District of Muskoka (beginning in 2025)
  - Town of Huntsville
  - Town of Bracebridge
  - Town of Gravenhurst
  - Township of Muskoka Lakes
  - Township of Lake of Bays
  - Township of Georgian Bay
10. Municipality of Central Manitoulin
11. Municipality of Gordon/Barrie Island
12. Municipality of West Grey
13. Municipality of Whitestone
14. Township of Northeastern Manitoulin & the islands
15. Township of the Archipelago
16. Town of Aurora
17. Town of Orillia
18. Township of Algonquin Highlands
19. Township of Carling
20. Township of Dysart et al
21. Township of Greater Madawaska Valley
22. Township of McMurrich/ Monteith
23. Township of Minden Hills
24. Township of South Algonquin
25. Municipality of Trent Lakes
26. Selwyn Township
27. Township of Asphodel-Norwood
28. Township of Cavan Monaghan
29. Township of Douro-Dummer
30. Township of Havelock-Belmont-Methuen
31. Township of North Kawartha
32. Township of Otonabee-South Monaghan
33. Rideau Lakes Township

## Appointments to the Youth Advisory Panel

Presented To:	City Council
Meeting Date:	October 22, 2024
Type:	Managers' Reports
Prepared by:	Rory Whitehouse Clerk's Services
Recommended by:	General Manager of Corporate Services

## Report Summary

This report provides a recommendation regarding the appointment of two (2) Members of Council to the Youth Advisory Panel in accordance with the approved terms of reference.

## Resolution

THAT the City of Greater Sudbury appoints Councillors \_\_\_\_\_ and \_\_\_\_\_ to the Youth Advisory Panel for the term ending November 14, 2026, or until their successor is appointed, as outlined in the report entitled "Appointments to the Youth Advisory Panel", from the General Manager of Corporate Services, presented at the City Council meeting on October 22, 2024.

## Relationship to the Strategic Plan, Health Impact Assessment and Climate Action Plans

This report refers to the strategic goal and objective of 5.0 Creating a Healthier and More Vibrant Community identified in the City of Greater Sudbury Strategic Plan 2019 to 2027.

## Financial Implications

There are no financial implications associated with this report.

## Background

City Council approved the Youth Advisory Panel Terms of Reference by way of By-law 2024-158 at its October 8, 2024 City Council meeting. The membership requires the appointment of two (2) Members of Council and twelve (12) citizen appointments, each acting as the singular representative from their ward. They would consist of youth aged thirteen (13) to eighteen (18) who reside within the City of Greater Sudbury and demonstrate a strong commitment to the Panel terms of reference.

The Panel's activities will be coordinated and supported by staff from the Leisure Services Division's Community Initiatives and Partnerships Section, with the prior selection and nomination process being organized through Clerk's Services.

## **Selection:**

The selection of these positions is to be conducted in accordance with the City of Greater Sudbury's Procedure By-law. Council's procedure requires that in the event more candidates are nominated for the required position, that position will be chosen by simultaneous recorded vote. Simultaneously recorded votes are conducted by way of an electronic vote, however, the electronic vote system does not have the functionality for dealing with appointments. Accordingly, the By-law provides that paper ballots are to be used for members that are attending in person and members participating virtually are to provide their votes to the Clerk in writing.

## **Resources Cited**

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

Creation of a Youth Advisory Panel:

<https://pub-greatersudbury.escribemeetings.com/filestream.ashx?DocumentId=54691>

## Accessibility Consultation Policy

Presented To:	City Council
Meeting Date:	October 22, 2024
Type:	Managers' Reports
Prepared by:	Sarah Moore Clerk's Services
Recommended by:	General Manager of Corporate Services

## Report Summary

This report provides a recommendation regarding the Accessibility Consultation Policy.

## Resolution

THAT the City of Greater Sudbury directs staff to prepare a by-law for the adoption of the Accessibility Consultation Policy as outlined in the report entitled "Accessibility Consultation Policy" from the General Manager of Corporate Services, presented at the City Council meeting on October 22, 2024.

## Relationship to the Strategic Plan, Health Impact Assessment and Climate Action Plans

This report refers to operational matters.

## Financial Implications

There are no financial implications related to this report.

## Background

The Clerk's Services Section is responsible for providing enterprise supports to enhance the accessibility of municipal services and supports the City's Accessibility Advisory Panel which is required for all Ontario municipalities with a population of over 10,000.

Most Accessibility Advisory Panel members must be persons with disabilities and the legislation mandates consultation on the accessibility for persons with disabilities to a building, structure, or premises, or part of a building, structure, or premises:

- (a) that the council purchases, constructs, or significantly renovates;
- (b) for which the council enters a new lease; or
- (c) that a person provides as municipal capital facilities under an agreement entered with the council per section 110 of the *Municipal Act, 2001*.

Staff were directed on May 28, 2024 to prepare an Accessibility Consultation Policy (ACP) for City Council's consideration. A draft of the policy is attached as Appendix "A".

Staff consulted with relevant City staff and the Accessibility Advisory Panel regarding the content of the policy and suggested changes have been reflected. The proposed Policy is designed to better incorporate accessibility planning into city initiatives and foster a more inclusive process by actively involving the panel wherever possible. The draft policy goes beyond the minimum requirements for new or redeveloped buildings, structures or premises outlined in the legislation by requiring staff to consult the AAP on:

- construction, renovation, or replacement of bus stops and shelters;
- new or redeveloped recreational trails, paths of travel, outdoor play, and park spaces;
- when establishing, reviewing, or updating its multi-year accessibility plan;
- when providing new or redeveloping existing recreational programs;
- conduct assessments on a regular basis to enhance and ensure a barrier-free environment for all persons at special events; and
- on any other matter Council considers necessary or desirable to seek advice from the AAP.

Additional consultation ensures that needs are considered from the outset, leading to more equitable access to public facilities and programs. When community spaces are designed with accessibility in mind, they become more welcoming to everyone, reducing barriers and promoting equal participation within the community. By involving the panel in the project process, communities gain valuable insights into specific needs and preferences leading to more effective and relevant solutions for accessibility. For instance, feedback on how to improve public transportation can result in more efficient and user-friendly services for all.

As the City of Greater Sudbury strives to be more inclusive and equitable, ensuring that public services and facilities are accessible to all individuals, including those with disabilities, is paramount. The draft policy is a strategic framework that guides staff to integrate accessibility needs into their operations.

To support this policy and ensure its effective implementation, the Clerk's Services Section will provide ongoing training to keep City staff well-informed about current accessibility standards and best practices.



To implement the proposed policy, staff will collaborate with other departments and the AAP. Over time, communication and collaborative efforts will improve resulting in a more efficient approach to addressing accessibility needs. Ultimately, the goal is to improve overall project outcomes and service delivery.

## **Resources Cited**

Accessibility for Ontarians with Disabilities Act - [The Act \(AODA\)](#)

# Accessibility Consultation Policy

## 1.0 INTERPRETATION

1.1 In this policy, unless the context requires otherwise:

“**AAP**” means the Accessibility Advisory Panel established in accordance with subsection 29 (1) of the AODA;

“**AODA**” means the Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c. 11;

“**City**” means the corporation of the City of Greater Sudbury;

“**disability**” has the meaning given to it in the AODA;

“**park**” means land designated by the City for use as a park;

“**recreational program**” means a program for the provision of facilities for recreation or for the supervision, encouragement and guidance of recreational activity and;

“**special event**” means a public event held at a City facility, building, structure or premises for the primary purpose of supporting a community, culture, arts, heritage, recreation or sport experience.

1.2 In this policy:

(a) “include”, “includes” and “including” indicate that the subsequent list is not exhaustive;

(b) to “consult” includes to seek advice from; and

(c) a reference to a department includes, in the event of organizational changes, the successor department or division responsible for the performance of the department’s obligations under this policy.

1.3 A reference to any legislation, regulation, by-law, rule, policy or provision thereof includes a reference to any legislation, regulation, by-law, rule or provision thereof enacted in substitution thereof or amendment thereof.

1.4 A reference to legislation includes all the regulations made thereunder.

- 1.5 A reference to the position or title of any City employee includes a reference to any position or title created in substitution thereof.

## **2.0 PURPOSE/SCOPE**

- 2.1 The purpose of this policy is to:

- (a) recognize the history of discrimination against persons with disabilities in Ontario;
- (b) assist the City to achieve accessibility for persons with disabilities with respect to goods, services, facilities, accommodations, buildings, structures and premises as required by the AODA;
- (c) assist the City to implement the measures, policies, practices or other requirements of the AODA, including the requirement to consult with the AAP, the public and persons with disabilities in certain circumstances; and
- (d) recognize that achieving the purposes set out in clauses (a), (b), and (c), and working to the highest level of inclusion is to the benefit of all members of the community.

## **3.0 REQUIRED CONSULTATION**

- 3.1 The City shall, in accordance with the AODA, consult with the AAP:

- (a) on a building, structure or premises, or part of a building, structure or premises:
  - (i) that the City purchases, constructs or significantly renovates;
  - (ii) for which the City enters into a new lease; or
  - (iii) that a person provides as municipal capital facilities under an agreement entered into with the City.
- (b) in the development of accessible design criteria to be considered in the construction, renovation or replacement of bus stops and shelters.

(c) on the following before the City constructs new or redevelops existing recreational trails:

- (i) the slope of the trail;
- (ii) the need for, and location of, ramps on the trail; or
- (iii) the need for, location and design of rest areas, passing areas, paths of travel to and from parking amenities, viewing areas, amenities on the trail, and any other pertinent feature(s).

(d) when establishing, reviewing, or updating its multi-year accessibility plan.

(e) on the requirements and implementation of accessibility standards.

(f) when constructing new or redeveloping existing outdoor play and park spaces.

(g) when constructing new or redeveloping existing exterior paths of travel that the City intends to maintain.

(h) when providing new or redeveloping existing recreational programs.

(i) conduct assessments on a regular basis to enhance and ensure a barrier-free environment for all persons at special events.

(j) on any other matter council considers it necessary or desirable to seek advice from the AAP.

3.2 When sections 3.1 of this policy require the City to consult with the AAP, the City must do so at a meeting of the AAP in consultation with the Clerk's Services Section.

3.3 The City must supply available site plans, drawings and any other relevant material to the AAP in a timely and accessible manner for the purpose of review.

3.4 When section 3.1 requires consultation with AAP, City staff shall:

(a) upon receiving a request for consultation from City staff, the Clerk's Services Section shall schedule a meeting of the AAP. Meetings can be held in person, via video conference, or by

telephone depending on the preferences, accessibility needs and availability.

(b) before the meeting, documents relevant to the matter under consultation shall be provided to the Clerk's Services Section and distributed accordingly.

(c) relevant City staff shall attend the meeting to present recommendations and provide an overview of the matter under consultation and to receive input and feedback.

(d) City staff shall re-attend meetings if necessary.

#### **4.0 TRAINING AND DEVELOPMENT**

- 4.1 The Clerk's Services Section will provide ongoing training for staff involved in the accessibility consultation process to ensure they are informed about current accessibility standards.

## Renoviction Report

Presented To:	City Council
Meeting Date:	October 22, 2024
Type:	Correspondence for Information Only
Prepared by:	Stefany Mussen By-Law & Security
Recommended by:	General Manager of Corporate Services

## Report Summary

This report provides information regarding opportunities to reduce the number of renovictions in Greater Sudbury together with the cost/staffing implications.

## Relationship to the Strategic Plan, Health Impact Assessment and Climate Action Plans

This report refers to Objective 5.0 Housing as identified in the Strategic Plan and has no connection to the Health Impact Assessment and the Community Energy & Emissions Plan (CEEP).

## Financial Implications

There are no financial implications associated with this report.

## Background

On February 27<sup>th</sup>, 2024, Council for the Greater City of Sudbury passed a motion directing staff to explore opportunities to reduce the number of renovictions in Greater Sudbury. Staff were directed to present a report to Council by October of 2024, outlining possible actions the municipality can undertake which could include recommendations for amendments to various bylaws, the use of building permits and a potential city-wide renovictions bylaw. The report was to outline any cost/staffing implications with the aim of preventing bad faith renovictions aligning with the City's goal to end homelessness in Greater Sudbury by 2030.

## Executive Summary

This report confirms the existing practices and systems in place to deter bad faith renovictions in the City of Greater Sudbury. The report does not provide a recommendation but indicates the opportunity to further enhance collaboration with partner agencies to ensure tenants and landlords are aware of the resources, and their rights and responsibilities. This report was developed in consultation with Legal Services, Building Services, the Landlord and Tenant Board, Social Services, and various municipalities in Ontario. This report will explain the role of the Landlord and Tenant Board, forthcoming enhancements to the provincial legislation, the parties involved and their functions and limitations.

## **Role of the Landlord and Tenant Board**

The Landlord and Tenant Board (LTB) was created by the Residential Tenancies Act (RTA) on January 31, 2007. The RTA gives residential landlords and tenants rights and responsibilities and sets out a process for enforcing them. The LTB is a quasi-judicial system, a Tribunal, with the role of resolving disputes between residential landlords and tenants through mediation or adjudication. The LTB also provides information about its practices and procedures and the rights and responsibilities of landlords and tenants under the Residential Tenancies Act.

The LTB has an established system for support and resolution including enforcement of violations with respect to illegal actions of landlords. This network of support includes Customer Service Officers, Dispute Resolution Officers, Adjudicators, and the Rental Enforcement Unit.

## **Current Legislation related to Renovictions**

The LTB provides a mechanism for landlords to give notice to a tenant because they want to demolish the rental unit, repair it or convert it to another use, also known as a Renoviction, and require the current tenants to vacate. The form filed with the LTB by landlords is an N13 Notice of Termination. Under the Ontario Residential Tenancies Act (RTA), landlords have the right to evict tenants if there are plans for major repairs or renovations that require a building permit and vacant possession. However, the landlord must give the tenant the opportunity to return to their unit upon completion. The practice of landlords using this N13 in bad faith and not adhering to the requirements of the RTA is a growing concern in every community.

The strategy for abusers of the provision is to overlook the statutory obligations in the RTA where the vacated tenant is given notice that the renovations are complete and given the opportunity to move back into the unit. Instead, the re-furnished units are rented to new tenants and for a much higher price. Abusers of the provision may also target specific vulnerabilities in tenants, like their limited knowledge about their rights or their financial situation. The bad faith landlords will risk that the tenants will not bring an application to the LTB. Where the landlord violates this provision and a former tenant brings an application, the financial liability can be substantial.

Even though a landlord is only permitted to terminate a tenancy for renovations if a building permit and vacant possession is necessary, there are presently no provisions in the RTA dictating when the landlord must obtain the building permit. Additionally, there are no requirements regarding any obligation on the landlord to furnish proof of the building permit to the tenant or to provide any form of evidence, like an engineering report, to indicate the necessity of vacant possession. However, Bill 97 which has received Royal Assent, addresses these gaps and once in effect the RTA will have all the necessary tools to address any bad faith renovictions by way of hearings at the LTB Tribunal.

### **Residential Tenancies Act, 2006 - Fines and Penalties**

Where there is a contravention and finding of guilt for offences in the RTA the fines can be extensive, \$50,000 for an individual and up to \$250,000 for a corporation. In addition to these fines there may be monetary penalties and compensation assigned to the tenant or landlord determined at the time of the RTB Hearing.

## **Bill 97 - Protecting Tenants Act, 2023**

Bill 97 is an Act created to amend various statutes with respect to housing and development and proposes changes to the RTA. It received Royal Assent on June 8, 2023, but as of the date of this report it is not yet proclaimed. In summary, Bill 97 will be changing the RTA in the following ways;



- Landlords will be required to include a report with their notice of termination, prepared by a qualified person, which states that the repairs or renovations are so extensive that they require the vacant possession of the unit, and which meets any other prescribed requirements. A landlord's failure to provide this report renders the notice void.
- The LTB will consider the report when determining whether to make an order terminating the tenancy, although the Board will not be bound by the report. A tenant who receives notice of termination of a tenancy for the purpose of repairs or renovations has the right to move back into the unit once the repairs are complete.
- Landlords must provide tenants with written notifications about the status or renovations/repairs, including estimated completion date and any changes to this date, as well as a final notification once the renovations/repairs are completed stating when the unit will be ready for re-occupancy. When the unit is ready for occupancy, the landlord must give the tenant at least 60 days to exercise the right of first refusal to re-occupy the unit.
- Landlords who do not comply with the notice requirements will result in their notice being deemed to constitute a failure to have afforded a right of first refusal to re-occupy.

## **Municipal Comparators**

### Hamilton

City of Hamilton defines renovictions as “when a landlord in bad faith undertakes legal renovations or uses the proposal of renovations to evict a tenant from their unit in order to rent the unit at a higher price with or without improvements.”

On January 24, 2024, the City of Hamilton approved the “Renovation License and Relocation Bylaw” making them the first city in Ontario to create their own “Anti-Renoviction” bylaw. Beginning in January 2025, the bylaw will address many of the same concerns that are outlined in Bill 97 enacted to enhance tenant rights in the RTA. The bylaw will require;

- Landlords to file an application with the city for a renovation license within seven days of issuing to the tenant an N13 to do repairs or renovations.
- Landlords will be required to obtain a building permit and submit a report from a qualified person (engineer) that states that the eviction is required.
- Landlords are to include in their application for a renovation license many of the same supporting documentation that would be filed with the LTB.
- Landlords will be required to abide by the RTA when serving the tenant with the N13 eviction notice.
- Landlords will be required to provide an information package prepared by the City to the tenant which highlights their rights.
- The renovation licence will cost \$715 per unit, with an annual renewal fee of \$125.

Hamilton has estimated 23 affordable units are lost for every new one built in their community. The city also wants to set fines for non-compliance with the bylaw, which they hope will range from \$500 to \$10,000. for an individual landlord and \$500 to \$50,000 for a corporation. The fines are subject to approval from the Ontario Ministry of the Attorney General. The new bylaw, along with the Safe Apartment Buildings Bylaw, will see a team of 28 new full-time employees added to the city's Licensing and Bylaw Services Division. City staff only expect licensing fees to cover about 10 per cent of the program's costs, meaning that taxpayers will cover the rest – about \$800,000 per year.

In order for the City of Hamilton to successfully implement their bylaw, the following positions and resources are listed below;

- Three full-time (3.0 FTE) Licensing Administrators
- Three full-time (3.0 FTE) Licensing Compliance Officers
- One full-time (1.0 FTE) Solicitor
- One full-time (1.0 FTE) Housing Clerk

- Purchase of three (3) vehicles
- An outreach, education, and communications budget

### City of London

On March 18, 2024, the City of London presented a staff report related to implementing a renovation bylaw in their region. London's staff report included a letter addressed to Members of London City Council from J. Hoffer of Cohen Highley Lawyers on behalf of the London Property Management Association (LPMA). The opinions stated in that letter are that the implementation of a renovation by-law like that implemented in the City Hamilton is:

- (1) *ultra vires* (beyond the power) of the jurisdiction of a municipality, and
- (2) conflicts with the Residential Tenancies Act and therefore is of no force and effect.

### City of Toronto

Council for the City of Toronto voted in favour of developing a renovation by-law at its meeting of June 26, 2024. They directed staff to use the Hamilton bylaw as a model for public consultation and implementation. Staff will report back to the Planning and Housing Committee on October 30, 2024, with a Renovations bylaw for adoption by City Council. They are aiming for November 1, 2025, for the bylaw to take effect.

Council also approved other recommendations such as having council request the province to proclaim Bill 97 and to make many other amendments to the RTA including requiring landlords to obtain a building permit before issuing the notice of termination N13.

The report does not mention the financial impacts for implementing the bylaw, but they do indicate that it is expected that the initiative could not be funded through costs recovery and will require dedicated funding.

## **Building Permits and Orders**

The RTA provides landlords an exemption from the requirement to compensate a tenant if the landlord was ordered to demolish or repair the rental unit or complex under any Act, such as the Building Code Act.

When the City receives a complaint regarding an illegal unit we are required to respond to ensure compliance with the Building Code and bylaws to ensure the safety of the tenants. Where a Building Inspector attends a property and confirms an illegal dwelling unit was built without benefit of permit, an order would be issued requiring the owner to obtain a permit or remove the unit. This presents two challenges:

- 1) The landlord now has reasonable cause to evict the tenant because we have given an order that requires the landlord to obtain the necessary approvals or evict the tenants.
- 2) The order now removes the requirement of the landlord to pay for relocation of the tenant.

To date, in 2024 Building Services has received only 15 requests for permits where interior alterations are being completed to residential rental units.

## Statistics – Renovictions and LTB Hearings

Officials at the LTB provided the Greater Sudbury staff with statistics regarding the filing of N13's in Ontario where the landlord and tenant required mediation or adjudication. The LTB does not collect statistics when the tenant vacates voluntarily.

In 2023-2024 the LTB received 1094 applications for hearings from tenants and landlords in Ontario related to Renovictions. Based on the population of Ontario, for every 13,001 residents there is one (1) renoviction application that is made to the LTB Hearing Tribunal. Of those LTB Hearings it is unknown how many were done in bad faith. The LTB was not able to provide statistics for Greater Sudbury but we can estimate per capita based on statistics. The reasons for the applications are as follows;

Reason for Notice of Termination	Applications in Ontario	Greater Sudbury*
Demolition of a residential unit	378	4.5
Repair/renovation a residential unit	502	5
Conversion to a residential unit to a non-residential use	214	2.5
Total LTB Hearings for Renovictions	1094	12

\*based on provincial average per capita

The LTB was not able to provide the average time taken to resolve a complaint by way of Hearing. Renoviction hearings from the N13's are scheduled to be heard within 30 weeks from filing according to the LTB.

## Conclusion

The data does not indicate that bad faith renovictions require additional staff, resources and services as noted in Hamilton's bylaw.

Greater Sudbury recognizes the importance of encouraging property owners to develop their residential properties and complete capital investments while respecting the rights of tenants and ensuring affordable housing in our community. Respecting the rights of both landlords and tenants should be the focus of legislation and bylaws. Increased legislative requirements on property owners who wish to invest in their properties may be seen as a hindrance to economic growth with unintended community degradation.

The Residential Tenancy Act contains provisions to prevent bad faith renovictions while the Landlord Tenant Board has mechanisms in place to respond to complaints from tenants and landlords. The enhancements by way of Bill 97 to the RTA are expected to close gaps in the legislation and further the protection of tenant rights.

Although the City of Greater Sudbury has authority to enact an anti-renoviction bylaw, this should not be confused with the potential for the bylaw to conflict with provincial legislation and therefore be susceptible to challenge for being wholly or partially of no force and effect by virtue of Section 14 of the Municipal Act. Although the Hamilton bylaw is carefully crafted to recognize the different legal framework of Ontario's Municipal Act they could still face legal challenges with its implementation.

Council could petition the province to proclaim Bill 97 to make the amendments to the RTA including requiring landlords to obtain a building permit before issuing the notice of termination N13.

The City has current systems in place that support Bill 97 such as;

- Open Data Portal: can be assessed by the public to view issued building permits, and
- Development Dashboard: secondary unit information and multi-residential information

Staff are committed to enhanced communication with community partners including Social Services and Public Health. We will continue to provide education and direct tenants to the appropriate services through the

existing channels. With the launch of the City's new Building Services system Pronto, staff will be exploring the notification capability to alert staff in other departments such as Social Services of permits being obtained for existing residential units.

## **Resources Cited**

[Bill 97, An Act to amend various statutes with respect to housing and development](#)

[City of Hamilton Renoviction Report](#)

[City of Toronto Renoviction Report](#)

Greater Sudbury [Development Dashboard](#)

Greater Sudbury [Open Data Portal](#)

Greater Sudbury [Strategic Plan 2019-2027](#)

[Landlord and Tenant Board](#)

[Eviction for Personal Use, Demolition, Repairs and Conversion](#) Guideline 12 – LTB

[Minutes from the Feb 27 2024 Council Meeting](#) – Members' Motion CC2024-50 Moved By Councillor Fortin  
Seconded By Councillor Signoretti

[Ontario.ca – Information for Tenants and Landlords](#)

[Rental Housing Enforcement Unit](#)

[Residential Tenancies Act](#)

[Statistics Canada](#)