



## A G E N D A

### FOR THE REGULAR MEETING OF THE DIRECTORS OF THE CITY OF GREATER SUDBURY COMMUNITY DEVELOPMENT CORPORATION

To be held on:  
Wednesday, February 12<sup>th</sup>, 2020  
**Committee Room C-12**  
at 11:30 a.m.

---

	<u>Pages</u>
1. 11:30 Declaration of Conflict of Interest	
2. Adoption of the Regular Minutes of December 11 <sup>th</sup> , 2019	1 – 7
3. Executive Committee Notes of November 27 <sup>th</sup> , 2019 (For information only)	8 – 9
4. <b>PRESENTATION</b>	
Junction Project Update – <i>Eleethea Savage</i>	
5. <b>REPORTS:</b>	
i. Directors Report	10 – 11
ii. Rural & Northern Immigration Pilot Project	
6. Tourism Development Committee	
· Minutes, November 26 <sup>th</sup> Meeting	12 – 13
· 2020 Workplan	
· Sportlink MOU	14 – 19
· Draft funding guidelines	20 – 27
8. Regional Business Centre	
· Starter Company Plus	28 – 31
· 2020 Partnership	32 – 39
·	
9. Housekeeping Motion for Audit Preparation	40
10. GSDC Governance Update	
10. Motion to Move to a Closed Session	
11. Adjournment	

**Next Meeting: March 11<sup>th</sup>, 2020**

**MINUTES OF THE REGULAR MEETING OF THE BOARD  
OF DIRECTORS OF THE CITY OF GREATER SUDBURY  
COMMUNITY DEVELOPMENT CORPORATION**

**Room C-12  
Tom Davies Square**

**Wednesday, February 12<sup>th</sup>, 2020  
Commencement: 11:34 a.m.**

Chair: **PETER NYKILCHUK IN THE CHAIR**

Present: Erin Danyliw, Lisa Demmer, Joanne Gervais (d 12:28), Iyo Grenon, Councillor Bill Leduc, Councillor Gerry Montpellier (a 11:49, d 1:08), Daran Moxam, Peter Nykilchuk, David Paquette, Jeff Portelance, Councillor Mark Signoretti, Brian Vaillancourt

Regrets: Mayor Brian Bigger, Brent Battistelli, Andrée Lacroix, Mike Ladyk, Marett McCulloch

Guests: Anik Perreault, Ministry of Energy, Northern Development and Mines  
Pierre Seguin, Ministry of Energy, Northern Development and Mines

City Officials: Ed Archer (a 11:39), Meredith Armstrong, Kelly Bonnell, Rebecca Brooks, Shawna Cole, Briana Fram, Liesel Franklin, Dana Jennings, Pat McCauley, Barb McDougall, Liam McGill, Terra Posadowski, Josée Pharand, Scott Rennie, Alex Ross, Eleethea Savage

Agenda Review: No additions to the agenda.

Conflict of Interest: None noted at this time.

Approval of Minutes: **2020 - 001 – Joanne Gervais / Jeff Portelance:**

That the minutes of the Greater Sudbury Development Corporation Board of Directors Regular meeting of December 12<sup>th</sup>, 2019 be adopted.

**CARRIED**

Executive Notes: No questions at this time

Presentation:

*Junction Project Update – Eleethea Savage*

Eleethea Savage provided a visual presentation, beginning with history of the Junction Project from 2015 to present. Call for projects, evaluation, feasibility, branding, site approval, business case and investor information was discussed.

The Library/Art Gallery component was described with dimensions and estimated cost. The 61, 800 sq. ft facility will house the two organizations as separate tenants while being operated by the City.

This portion known as Junction East contains the Greater Sudbury Public Library Main Branch and the Franklin Carmichael Art Gallery of Sudbury, and inclusion of the Sudbury Theatre Centre and the Sudbury Multicultural and Folk Arts Association is being explored. The RFP for the design component was issued November 15<sup>th</sup>, 2019, garnering thirteen applicants from across Canada, the United States and the United Kingdom. The competition closed on February 7<sup>th</sup>, 2020.

A draft community engagement plan has been developed for public input into the final design. Prospective partners include the Sudbury Theatre Centre and the Sudbury Multicultural and Folk Arts Centre. Funding applications were discussed along with potential return on investment for every dollar invested.

The Convention and Performance Centre will be the largest, most flexible and economically viable meeting and performance facility in Northern Ontario at 60,500 sq.ft. that includes 19,500 sq.ft of rentable area.

Known as Junction West, it will include three components of a conference/convention centre and community auditorium and performance theatre, a privately operated hotel and space for potential retail development. The RFP for this portion of the project has been delayed until Q3, 2020 in order to avoid simultaneous construction schedules and address concerns such as private sector investment and parking.

The Large Project office has been organized and will be recruiting for additional resources including a Technical Project Manager, Large Projects Support Officer and administrative support.

Next steps include community engagement, partnership consultations and pursuit of private sector participation in the South District.

Reports:

*Directors Report*

A full report was provided in the agenda packaged. Highlights of the Directors Report discussed include:

- IVEY Group celebrated their grand opening. They have been operating in Sudbury since early 2019 and offer recruitment, immigration and settlement services. This was an active business investment opportunity pursued by EcDev staff. The two founders relocated from Toronto and have hired three full-time and one part-time employees.

- From January 20-23 IRCC and Economic Development staff hosted training for the Rural and Northern Immigration Pilot Community Selection Committee. Training included basic information on immigration programs, the candidate points grid, and fraud detection.
- The Northern Ontario Exports Program was recognized with an EDCO Award of Excellence at the annual EDCO Conference on February 6 and was accepted by the partners of Ontario's North Economic Development Corporation (ONEDC), including Greater Sudbury.
- Innovation for a Greater Sudbury was hosted on January 28 in a collaborative effort between Collège Boréal, Cambrian College, Laurentian University and the Regional Business Centre. The event attracted approximately 150 post secondary students and community members.
- Plans are underway for the annual Sudbury Mining Cluster Reception at PDAC on March 3, 2020. Staff are working with 25 partner companies and organizations, up from 22 last year, with a 23% increase in sponsorship dollars. The Sudbury Reception is expected to welcome over 400 guests and provides a unique opportunity for local mining supply and service businesses.
- Alex Ross has been hired as Business Development Officer, Arts, Culture & Film covering Emily Trottier's maternity leave.

#### *Tourism Development Committee (TDC)*

The completed minutes of the latest TDC meeting were included in the GSDC agenda package.

Peter Nykilchuk provided a history of discussions at the GSDC Board with regards to SportLink's services and potential benefits in terms of a partnership. The TDC has developed a Memorandum of Understanding (MOU) that clearly outlines relationships of the partnership and will form the basis for deliverables, funding agreement and metrics.

Dana Jennings discussed the MOU included in the package. Funding for \$15,000 a year to support the SportLink Executive Director salary was requested. Succession planning was a consideration with the current Executive Director potentially retiring in the coming years; the Laurentian University Sports Administration (SPAD) program was considered as a possible partner. Half of the requested funds would be provided upfront in order to immediately assign resources with the final half released after a six month evaluation. Monthly updates and quarterly was confirmed as an expectation.

#### **2020 – 002 – Brian Vaillancourt / Iyo Grenon**

WHEREAS the Tourism Development Committee (TDC) provides advice and recommendations as a subcommittee of the Greater Sudbury Development Corporation (GSDC) Board for investments of the Board's allocation of the Municipal Accommodation Tax to strengthen and support the city's tourism sector and to increase visitation and occupancy; and

WHEREAS the GSDC has prioritized the targeted attraction of meetings, conferences and sport tourism hosting opportunities for the community as one of the objectives in both *From the Ground Up* and the Tourism Strategy 2019-2023; and

WHEREAS with the review and guidance of the TDC, the Economic Development Division has developed a Memorandum of Understanding with SportLink Greater Sudbury Sport Council (SportLink) outlining specific deliverables and performance metrics to enhance the growth of sport tourism in Greater Sudbury;

THEREFORE BE IT RESOLVED THAT the GSDC approves the TDC's recommendation to support SportLink with a contribution of up to \$45,000 over three years (to be divided as \$15,000 per year in each of 2020, 2021 and 2022); and

FURTHER that Year One is released in installments of 50% upon execution of a funding agreement and 50% after the first six months, dependent on the review of the required interim report to be reviewed by the TDC; and

THAT the GSDC Board's approval of funding for Year Two and Year Three will require receipt of annual reports with the review and recommendation of the Tourism Development Committee as outlined in the funding agreement; and

THAT the specific deliverables and performance metrics of the agreement with SportLink are reported to the GSDC Board as part of quarterly updates provided by the Tourism Development Committee.

**CARRIED**

Direction was received at the June 2019 GSDC Board meeting to use current C.E.D. practices as a model for the TDC guidelines in conjunction with other funding models, whether directly related to MAT or general funding. Based on a review of current C.E.D. guidelines, local and provincial models and Arts & Culture program, the Tourism Development Committee has created a hybrid evaluation guideline. Next step will be to finalize the online application. Once the presented guidelines are approved by the GSDC Board, intake of applications and evaluation can begin. A communications plan is to be developed and shared with the public. Appreciation was extended to staff for their continued contribution and effort to the evolving process.

Key values, objectives and eligibility criteria were addressed in order to clearly outline what each candidate must put forward in their application. Requests for financial support through the Municipal Accommodation Tax fund can be made in combination with internal event support resources available.

Private sector eligibility is a significant differentiation from the C.E.D process with proponents permitted up to 50% of their project fees and can be 100% based on reimbursable funding. Eligible and ineligible costs outlined. Application to be made via Survey Monkey Apply and submissions will be

given a higher level of consideration if completed 90 days in advance and include information on who have other funds leveraged in order to be proactive rather than reactive or retroactive funders.

2020 – 003 – Daran Moxam / Bill Leduc

WHEREAS the Tourism Development Committee (TDC) has been established as a subcommittee of the Greater Sudbury Development Corporation (GSDC) Board to provide advice and recommendations for investments of Municipal Accommodation Tax proceeds allocated to Tourism that strengthen the city's tourism sector and help to increase visitation and occupancy; and

WHEREAS the GSDC has directed the TDC to work with staff to adapt the Community Economic Development (CED) funding program for use as a tool for the review of potential tourism projects for consideration and approval by the GSDC Board; and

WHEREAS each Tourism investment made through the GSDC will be reviewed for alignment with the primary objective of increasing hotel occupancy rates and increasing the number of visitors to the city;

THEREFORE BE IT RESOLVED THAT the Greater Sudbury Development Corporation Board of Directors approve the TDC's recommendations for the Tourism Development Fund Guidelines as presented at the February 12, 2020 meeting of the GSDC Board, for implementation in 2020; and

FURTHER that the GSDC Board supports the investment of up to \$1,000,000 in 2020 as an allocation of the GSDC's Municipal Accommodation Tax proceeds in 2020 for the Tourism Development Fund, with any funds remaining unspent to be carried forward over fiscal years; and finally,

THAT the Tourism Development Committee is directed to report back to the Board on the results of the new program as a standing item on the GSDC Board agenda.

***CARRIED***

It was confirmed that application is through open intake all year as a continually funded reserve.

There will be no limit to the amount of times an organization can apply and decision will be based on the merit of each project presented.

Benchmarks will be established. Though there are no current metric, each month, occupancy information is shared with the City in a report on revenues and occupancy statistics which may then be used as a baseline. Occupancy is driven based on several factors and not just events. Tangible targets are able to be set and measured.

It was confirmed that the tax is a percentage based on the price being charged per room on any given night. Observation was made that it is not always easy to quantify and several variables such as family vs. corporate, economic strength, etc.

Alcohol is often assumed to be used as part of an attraction experience; however, it will not be eligible as a direct expense for event support through the MAT Fund. Each request will be evaluated on a case by case basis.

A current member of the TDC, representing the Hospitality and Accommodation Association of Sudbury (HAAS) group has relocated and as such, the Board was presented with a new member for approval to fill the HAAS spot being vacated by Mr. George.

### **2020 – 007 – Jeff Portelance / Erin Danyliw**

WHEREAS appointments to the Tourism Development Committee are made by the GSDC Board based on nominations; and

WHEREAS there are three designated seats nominated by the Hospitality and Accommodation Association of Sudbury (HAAS) and one was recently vacated;

THEREFORE be it resolved that the GSDC Board remove the following individual from the Tourism Development Committee as of February 12, 2020:

- Representative of HAAS: Bassem George

AND THAT the GSDC Board accept the nomination by the Hospitality and Accommodation Association of Sudbury (HAAS) to appoint the following individual to the Tourism Development Committee for the term of February 12, 2020 to June 16, 2020.

- Representative of HAAS: Glen Blake

***CARRIED***

### Regional Business Centre:

Meredith Armstrong reminded those present that Starter Company Plus program and Collaboration network, by direction of Council, is under the purview of the Board. In future, collaborators will come through the established nomination process.

Josée Pharand provided background on the Starter Company Plus program and each intake's training/ pitch process. Since Jan 2017, the Provincial government has provided funding for thirty-three grants. The GSDC approved \$75,000 worth of grants for 2017 – 2018.

Due to capacity, 2018 was pushed to 2019 (one intake of four completed). A completed staff memo requesting the remaining funds be rolled forward was included in the agenda package.

A booklet was also provided to those present which listed the information for prior grant recipients.

**2020 – 004 - Daran Moxam / David Paquette**

WHEREAS Starter Company Plus is a program funded by the Province of Ontario (up to \$5,000 per participant) that provides training, mentoring and grant opportunities for eligible participants to start, expand or buy a small business; and

WHEREAS on March 22<sup>nd</sup>, 2017 the Greater Sudbury Development Corporation approved Board Resolution 2017-032 confirming funding in the amount of \$75,000 to increase the number of grants available through the Starter Company Plus program for 2017 and 2018; and

WHEREAS the launch of the Starter Company Plus program slated for early 2017 was delayed resulting in the fourth Intake culminating in October 2019 with 13 local entrepreneurs being awarded a total of \$61,400 in grants of which \$54,000 was funded by the Province of Ontario;

THEREFORE BE IT RESOLVED that the Greater Sudbury Development Corporation Board of Directors approves the disbursement of the 2017-2018 funding contribution in 2019; and

FURTHER that the Board approves the release of \$7,400 for grants awarded to Starter Company Plus participants in 2019; and

FINALLY, that the remaining \$67,600 in GSDC Funding be used to support additional Starter Company Plus program participants in 2020 and 2021.

***CARRIED***

A complete staff memo summarizing the Regional Business Centre Collaboration Network was included in the agenda package and included the rationalization for recommending the new partners based on established process.

**2020 – 005 – Mark Signoretti / Jeff Portelance**

WHEREAS the Regional Business Centre operates within the City of Greater Sudbury's Economic Development Division as the community's Small Business Enterprise Centre; and

WHEREAS the Collaboration Network is the cornerstone of the Regional Business Centre's service offerings through the engagement of diverse public and private-sector stakeholders who provide added value of their industry expertise, knowledge, mentorship and resources; and

WHEREAS the City of Greater Sudbury Council passed resolution CC2017-50 on February 28th, 2017 which delegates authority to the Greater Sudbury Development Corporation (GSDC) Board to oversee the selection of new members of the Regional Business Centre Collaboration Network;

THEREFORE BE IT RESOLVED that the GSDC Board of Directors appoint the following members to the Regional Business Centre Collaboration Network:

1. Conseil de la coopération de l'Ontario
2. Edward Jones
3. Duplicators Inc.

**CARRIED**

Housekeeping:

In preparation for the upcoming audit, several discrepancies were noted in GSDC Board motions and documentation. The proposed motion will assist in the audit by demonstrating that the Board is aware of the inconsistencies and a copy of the motion will be attached to each set of respective minutes as proof of documentation. This process has been completed in prior years and was accepted by the auditors as a reasonable measure of correction.

**2020 – 006 – Lisa Demmer / Iyo Grenon**

WHEREAS the Greater Sudbury Development Committee (GSDC), officially known as the City of Greater Sudbury Community Development Corporation, has recently undertaken a substantial governance exercise resulting in variation to standard process, thereby creating numerical inconsistencies in the numbering of the motions for the Board of Directors documentation; and

WHEREAS said changes have resulted in cases of approved funding and various motions not being noted in associated minutes;

THEREFORE BE IT RESOLVED that the Board of the City of Greater Sudbury Community Development Corporation declare that there has been irregularity in the numbering of motions and documentation as follows:

1. Motion 2019 – 012 was used in duplicate
2. Motion 2019 – 013 was noted as 2019 – 003, causing an unintended duplication of 2013- 013
3. Motion 2019 – 022 to reconvene to a regular meeting was not recorded
4. Motion 2019 – 056 to reconvene to a regular meeting was not recorded
5. Motion 2019 – 072 to reconvene to a regular meeting was not recorded
6. Motion 2019 – 077 is a vacant motion
7. Minutes of the May 8<sup>th</sup>, 2019 Closed Session approving the advance on a grant to the Sudbury Multicultural and Folk Art Association in the amount of

\$11,000 from the GSDC Fund, though approved by the Executive Committee, were not brought forward for approval at the next Closed Session meeting; and

FURTHER, that the Board of the City of Greater Sudbury Community Development Corporation direct the Acting Director of Economic Development to ensure that the above-noted vacant motions will not be reused and that copies of this motion will be appended to the official versions of the relevant meeting minutes for auditing purposes and future reference.

***CARRIED***

Governance  
Update:

A draft operating agreement is in the process of review by the Mayor's Office and the City's legal staff at this time. Once agreed upon, it will be brought forward at the next Board meeting for member feedback and approval.

**2020 - 008 – Erin Danyliw / Lisa Demmer**

THAT the Greater Sudbury Development Corporation Board of Directors regular meeting be adjourned and move to a closed session.

***CARRIED***

Adjourned 1:30

**Next meeting March 11<sup>th</sup>, 2020**

Peter Nykilchuk

---

Chair

Meredith Armstrong

---

Secretary