



## **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:  
Tuesday, December 9<sup>th</sup>, 2020  
Conference Call  
at 11:30 a.m.**

---

1. 11:30 Declaration of Conflict of Interest
2. Adoption of the Regular Minutes of October 14<sup>th</sup>, 2020
3. Executive Committee Notes of October 28<sup>th</sup>, 2020 (For information only)
4. **REPORTS:**
  - i. Directors Report
    - . Downtown Incubator
  - ii. Economic Recovery Committee Update
  - iii. November 27<sup>th</sup> CED Report and Working Meeting Discussion
5. A More Diverse GSDC Board
  - i. Policy Review Committee Terms of Reference
  - ii. Draft Diversity Statement
6. Tourism Development Committee Update
7. Other Business
8. Move to a Closed Session
9. Adjournment

**Next Meeting: January 20<sup>th</sup>, 2021**

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

Via Videoconference

Wednesday, December 9<sup>th</sup>, 2020

Commencement: 11:38 a.m.

Chair: **ANDRÉE LACROIX IN THE CHAIR**

Present: Mayor Brian Bigger, Jennifer Abols, Erin Danyliw, Lisa Demmer, Joanne Gervais, Robert Hache, Andrée Lacroix, Mike Ladyk, Anthony Lawley, Mike Mayhew, Peter Nykilchuk, David Paquette, Shawn Poland, Jeff Portelance, Councillor Mark Signoretti

Regrets: Councillor Bill Leduc, Councilor Gerry Montpellier, Claire Parkinson

City Officials: Meredith Armstrong, Rebecca Brooks, Liesel Franklin, Dana Jennings, Barb McDougall, Liam McGill, Scott Rennie, Alex Ross, Elena Zabudskaya

Agenda Review: No additions to the agenda.

Conflict of Interest: No conflicts noted at this time.

Adoption of Minutes: **2020 – 087 – Joanne Gervais / Lisa Demmer**

That the minutes of the Greater Sudbury Development Corporation Board of Directors Regular meeting of October 14<sup>th</sup>, 2020 be adopted.

***CARRIED***

Executive Minutes: No comments or questions arising at this time.

It was noted that Brett Williamson will be starting with the Economic Development Department as Director on December 14<sup>th</sup>, 2020. Appreciation was expressed to Meredith Armstrong for her work and dedication during her time acting in the role. Meredith will be returning to the Manager of Tourism and Cultural position in early 2021.

## REPORTS

### *Directors Report*

A complete report was provided in the agenda package. Meredith Armstrong provided several highlights including:

- Thanks were extended to board members for their input and guidance with regards to process of updating the A&C Grant program. The recently approved changes to the program are expected to be implemented for the 2021 intake.
- Recent business expansions, including NorPro and Blue Heron Environmental are direct results from interactions with staff at PDAC and through the NOE program.
- Staff have begun preliminary discussions with MineConnect with regards to Greater Sudbury's potential to become a global hub for battery electric vehicles, with a focus on the mining sphere.

### *Downtown Incubator:*

Business Development Officer Josée Pharand provided an update on the Downtown Incubator program, in addition to the staff memo included in the agenda package. A background, the incubator project was identified as a priority project by the GSC Board in 2018, investing \$210,000 to date. Applications for additional funding (FedNor and NOHFC) were submitted in February of 2019, however, after securing funding has proven to be a challenge. In March of 2020, staff was advised that the FedNor application was approved.

Unfortunately, on November 2<sup>nd</sup>, 15 months after the initial application was filed, staff was informed that the NOHFC Board declined the application based on concerns regarding the future sustainability of the project as well as the level of jobs created. Staff will be submitting a letter of appeal within the next few weeks to demonstrate the potential of the project to create a hub of economic activity in the downtown core while supporting high growth potential for innovative startups, leading to increased job creation, while also citing the fact that NOHFC has supported similar projects in the past. As a result, budget and timelines have been significantly affected. The real estate market opportunities have changed and the preferred turn-key location is no longer available. Staff is working with the City's real estate department to identify updated potential sites.

While awaiting decision on the NOHFC appeal, an application will be coming forward to the C.E.D. Committee for consideration for additional funding.

Both in-person and online curriculum options are under review.

It was acknowledged that the incubator has been a longstanding project, however, until funding and a lease for space is secured, development of a final timeline is not readily available.

## *Economic Recovery Committee Update*

Co-chair Andrée Lacroix provided an update on the activities of the Economic Recovery Committee (ERC). The committee met on November 18<sup>th</sup> to consolidate the extensive feedback received on the draft workplan. The data has since been compiled and edited, producing a comprehensive final workplan which will be brought forward to the Board for approval at the January GSDC Board meeting.

Board members are encouraged to reach out to their networks, regardless of industry.

### *C.E.D. Report – November 27<sup>th</sup>*

Lisa Demmer provided an update on the activities of the Community Economic Development (C.E.D.) Committee. The committee met at the end of November to review applications for Cultural Industries Ontario North (CION) and Collège Boréal.

The initial application was a request from CION for \$80,000.00 to support the third and final year of a multiyear funding agreement. CION did request an extension as all deliverables were not met in 2020 due to COVID-19 restrictions. The committee discussed the report and agreed that the organization clearly demonstrated its ability to adapt to changing circumstances while still providing a valuable service to its stakeholders. Therefore, the release of year 3 funding is recommended at this time.

### **2020 – 088 – Erin Danyliw / Mayor Brian Bigger**

WHEREAS on September 12, 2018 the GSDC Board approved Cultural Industries Ontario North (CION) for \$240,000 to be paid over three installments of \$80,000 per year, to operate Music & Film in Motion to deliver pan-northern film and music programming; and

WHEREAS CION has reported on its Year 3 deliverables, which were impacted by project delays due to the COVID-19 pandemic, and is requesting an extension into 2021 to complete the project; and

WHEREAS this reporting and request for extension have been assessed by Economic Development staff and reviewed by the Community Economic Development (CED) Committee, which has endorsed this recommendation;

THEREFORE BE IT RESOLVED THAT the GSDC Board support the project extension request to December 31, 2021, and simultaneously approve a release of Year Three funding in the amount of \$68,000, conditional upon approval of funding from FedNor as outlined in the updated budget submitted by CION on November 17<sup>th</sup>, 2020; and

THAT the remaining \$12,000 be retained as a holdback and released upon receipt of a satisfactory final report on progress and deliverables by June 30<sup>th</sup>, 2022, pending the review and recommendation of the CED Committee.

**CARRIED**

The committee also reviewed a request from Collège Boréal for a holdback release on the Insurance Hero Chatbot project. The chatbot is now confirmed to be working autonomously, with two full time employees hired as a result of the project. Multiple local partnerships have also been forged due to interactions surrounding the A.I. technology, resulting in further benefit to all stakeholders.

**2020 – 089 – Peter Nykilchuk / Mike Mayhew**

WHEREAS at its meeting of February 14<sup>th</sup> 2018, the Greater Sudbury Development Corporation Board of Directors approved a contribution of \$50,000 divided evenly over two years with a 10% holdback to support the applied research team at Collège Boréal partnering in automating the insurance quoting process using Artificial Intelligence and;

WHEREAS at its meeting of May 13<sup>th</sup>, 2020, the Greater Sudbury Development Corporation Board of Directors approved a contribution of \$22,500 for second year funding and;

WHEREAS Collège Boréal is seeking their holdback funding of \$5,000 in support of the project's completion, and;

WHEREAS Collège Boréal has provided a final report on the project detailing many deliverables and outcomes along with the unique experiential learning available to faculty and students, and;

WHEREAS Collège Boréal and industry partner Insurance Hero have aligned with the Community Economic Development Strategic Plan, *From the Ground UP*, to create a highly skilled and created workforce and one of the most integrated education and innovation ecosystems in Ontario as one of its stated goals; and

THEREFORE BE IT RESOLVED THAT the Greater Sudbury Development Corporation Board of Directors support releasing the holdback amount of \$5,000 to Collège Boréal (\$2,500 for each of two years).

**CARRIED**

As part of the ongoing work of the Policy Review Committee, the C.E.D. Committee also met on December 1<sup>st</sup> to discuss areas for process improvement, drafting guidelines and working towards a draft terms of reference.

A More Diverse  
GSDC Board

*Terms of Reference*

Meredith Armstrong provided background to the governance activities of the Board and the resulting establishment of a Policy Review Committee. The three-person committee works towards assessing current policies and procedures and identifying areas for improvement whether through new or updated procedures. Included in the package are the draft terms of reference for board consideration. It was noted that the Policy Review Committee has taken particular care to include consideration for inclusion and diversity in board activities and committees within their terms of reference, in order that it is applied as a lens to governance structure for the board as a whole.

In addition to the memo, a high-level outline of the work plan has also been included. The C.E.D. Committee is in the process of developing a terms of reference, which is the first point of renewal for the C.E.D. program as it sets out the guiding principles of the program. Next steps will be the establishment of clear funding guidelines and application process in conjunction with input from the review committee.

GSDC Board terms of reference, policies and by-laws will also be audited to ensure alignment with the new GSDC Operating Agreement, including the administration of the Municipal Accommodation Tax (MAT).

**2020 – 090 – Jeff Portelance / Jennifer Abols**

WHEREAS the Greater Sudbury Development Corporation (GSDC) Board of Directors has invested significant time and effort to develop a new approach to governance for the organization; and

WHEREAS the newly implemented Operating Agreement between the GSDC and the City of Greater Sudbury explicitly notes the establishment of a Policy Review Committee committed to the ongoing review and updating of bylaws and policies of the GSDC in order to ensure compliance with all relevant legislation and the Operating Agreement itself, as well as to improve effectiveness;

THEREFORE BE IT RESOLVED that the Greater Sudbury Development Corporation approve the recommended Terms of Reference for the Policy Review Committee as presented at the Board's regular meeting of December 9, 2020, in order to provide a consistent mandate and approach for the Committee to address the ongoing governance needs of the GSDC Board; and finally

THAT the members of the Policy Review Committee are nominated as part of the regularly occurring update of GSDC Board Committees conducted at the Annual General Meeting.

**CARRIED**

*Draft Diversity Statement*

Included in the agenda package is a draft diversity statement to be released on behalf of the GSDC. The statement was written in consultation with the GSDC Executive Committee as well as community members and past GSDB Board members. The statement is a starting point and will be one measure taken by the GSDC to ensure diversity and inclusiveness, including cross-cultural training and allyship training.

**2020 – 091 – Lisa Demmer / Peter Nykilchuk**

WHEREAS the Greater Sudbury Development Corporation Board of Directors has developed a Statement of Support for Diversity in order to express its commitment to creating a climate for diversity, inclusion and equal opportunity for all individuals while condemning all forms of racism and discrimination; and

WHEREAS this Statement aligns with the language of the Canadian Charter of Rights and Freedoms, the Ontario Human Rights Code and the Greater Sudbury Diversity Policy, and also underscores the Board's support for the work of the Sudbury Local Immigration Partnership;

THEREFORE BE IT RESOLVED That the Greater Sudbury Development Corporation officially adopt the Statement of Support for Diversity as a commitment and a lens for Board policies, decision-making processes and governance structures; and

THAT The GSDC Board directs its Policy Review Committee to ensure the Statement of Support for Diversity is reflected in the renewal and evaluation of Board policies and processes including regular training for Board members in cross-cultural awareness and allyship as well as Board member recruitment and nomination, orientation for new Directors, communication of Board matters and other initiatives as appropriate; and

THAT The Statement of Support for Diversity is included in both English and French on the Economic Development website as part of the GSDC Board information.

***CARRIED***

Tourism  
Development  
Committee Update:

Peter Nykilchuk provided an update on the activities of the Tourism Development Committee. The TDC Committee met on December 2<sup>nd</sup> to review the updated plans for 2021. Committee members are working with staff to finalize the 2020 annual report as well as the 2021 budget and workplan. These are expected to be brought forward to the Board in January for consideration and approval prior to presenting to City Council as part of the new operating agreement.

To date, the TDF has had eleven inquiries with five applications currently in progress and one project funded. The fund currently has three phase two applications waiting for review and decision.

Staff, in participation with SportLink, hosted a virtual information session on available funding to approximately twenty attendees earlier this week. Virtual sessions will continue into 2021 with the goal of raising awareness of the fund.

It was noted that one member of the committee recently resigned; however, through discussions with the Hotel Accommodation Association of Sudbury (HAAS), a candidate was proposed to sit on the committee in his place. Lori Poirier, Manager of the Towneplace Suites has been chosen as the successful TDC candidate and a motion to accept the change in membership is expected to be tabled in the early 2021.

Other Business:

Information will be circulated regarding a change of date to the January GSDC Board meeting. With member schedules coming back after holiday, the meeting will be postponed by one week.

It was noted that Tom Davies Square will be closed to the public for the week of December 28<sup>th</sup>, 2020 to January 1<sup>st</sup> 2021.

**2020 – 092 - Robert Haché / Peter Nykilchuk**

That the Greater Sudbury Development Corporation Board of Directors regular meeting adjourn and move to closed session.

***CARRIED***

Adjourned 1:32

**Next meeting January 20<sup>th</sup>, 2021**

A. Lacroix

---

Chair

M. Armstrong

---

Secretary