

Request for Decision

Community Improvement Plans - 2020 Intake and Status Update

Presented To: Finance and
Administration
Committee

Presented: Tuesday, Nov 17, 2020

Report Date Tuesday, Nov 03, 2020

Type: Managers' Reports

Resolution

Resolution 1:

THAT the City of Greater Sudbury directs staff to prepare a business case for the 2021 Budget for the twelve (12) eligible and complete applications received as part of the 2020 Community Improvement Plan Intake;

AND THAT the City of Greater Sudbury directs staff to request a Stage 2 proposal of the proponents from the 300 Elgin Block application to be submitted by January 15, 2021, as outlined in the report entitled "Community Improvement Plans – 2020 Intake and Status Update", from the General Manager of Growth and Infrastructure, presented at the Finance and Administration Committee meeting on November 17, 2020.

Resolution 2:

THAT the City of Greater Sudbury directs staff to allow executed CIP agreements, where the project has not commenced, to lapse on December 31, 2020, as outlined in the report entitled "Community Improvement Plans – 2020 Intake and Status Update", from the General Manager of Growth and Infrastructure, presented at the Finance and Administration Committee meeting on November 17, 2020.

Resolution 3:

THAT the City of Greater Sudbury rescinds all 2017-2019 Community Improvement Plan approvals, and amends the necessary by-laws, where the implementing agreements have not been executed by the applicant by January 15, 2021;

AND THAT the City of Greater Sudbury directs staff to contribute any unspent CIP funds to the Tax Rate Stabilization Reserve - Committed, as outlined in the report entitled "Community Improvement Plans – 2020 Intake and Status Update", from the General Manager of Growth and Infrastructure, presented at the

Signed By

Report Prepared By

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Financial Implications

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Recommended by the Department

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Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
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Finance and Administration Committee meeting on November 17, 2020.

Resolution 4:

THAT the City of Greater Sudbury approves a Feasibility Study Grant application for up to \$5,000 under the existing Town Centre Community Improvement Plan for 519 Notre-Dame Ave, Sudbury, as outlined in the report entitled "Community Improvement Plans – 2020 Intake and Status Update", from the General Manager of Growth and Infrastructure, presented at the Finance and Administration Committee meeting on November 17, 2020.

Relationship to the Strategic Plan / Health Impact Assessment

The City of Greater Sudbury, through Council's Corporate Strategic Plan (2019-2027) directs staff to prioritize Business Attraction, Development and Retention. Objective 2.4 aims to "Revitalize Town Centres, nodes and corridors with Public Investment that Supports and Leverages Private Investment."

Report Summary

The City of Greater Sudbury has a number of Community Improvement Plans (CIP) that provide financial incentives to encourage the creation of residential dwelling units in historic commercial areas, to support economic rejuvenation, and to improve pedestrian experience. These are the Brownfield Strategy and Community Improvement Plan (the "BSCIP", 2011), the Downtown Sudbury Community Improvement Plan (the "DSCIP", 2017), and the Town Centre Community Improvement Plan (the "TCCIP", 2012 and amended in 2018).

The City has had four CIP intakes to date. The projects stemming from those approved applications have resulted in significant redevelopment and rehabilitation in Downtown Sudbury and several Town Centres including Kathleen Street, Copper Cliff, Flour Mill and Chelmsford. Additionally, several ongoing projects will result in additional residential units in Downtown Sudbury and Chelmsford and in an increase to the City's assessment base. This report summarizes the number, type and current status of the CIP applications that have been received by Council since 2017. It also provides Council with an update on the 2020 Intake process and seeks direction to refer the matter to the 2021 Budget. Appendices C and D to this report provide a map showing the previously approved applications as well as the 2020 Intake applications.

In addition to the completed applications, the City also has a number of executed CIP agreements that will lapse at the end of this year where no work has commenced. Staff is recommending that these executed agreements be allowed to lapse. The intent of this recommendation is to repurpose those funds that have been set aside for over two years for other purposes.

The City also has a few CIP agreements that have not been executed by the proponents after several months. As a result, staff is recommending that Council provide a deadline of January 15, 2021 for the execution of these agreements. This deadline is being provided to allow the proponents time to execute the agreements, while also allowing Council to repurpose the funds in the 2021 Budget in the event that the agreements are not executed. Should this direction be given, staff would bring amending by-laws forward to rescind the previous CIP approvals.

Staff has reviewed current 2020 Intake applications and has determined that they are eligible and fall within the parameters of the CIPs. Per direction provided in previous budget cycles, staff is recommending that a business case be brought forward for Council's consideration as part of the 2021 Budget Process to fund these applications. However, given the size and complexity of the 300 Elgin Street application, staff is recommending that the project be subject to a more comprehensive evaluation prior to the finalization of the

2021 Budget. Staff is recommending that the proponents be given until January 15, 2021 to provide the supplemental information as outlined in the report.

Financial Implications

If directed, a business case will be presented as part of the 2021 Budget document for the 2020 CIP intake. The total amount requested, including the 300 Elgin block, is \$5,969,509 (or approximately \$600,000 per year for 10 years).

Staff are anticipating a surplus from 2017-2019 agreements where work has been completed below the estimated value of the grant or where agreements have expired. If approved, the surplus can be transferred to the Tax Rate Stabilization Reserve - Committed where part of this surplus could be used towards funding current or future CIP intakes.

Community Improvement Plans – Overall 2017-2019 Summary and Update Report on the 2020 Intake

October 26, 2020

Planning Services Division

Background

The City of Greater Sudbury adopted a new Downtown Sudbury Community Improvement Plan (DSCIP) on December 13, 2016 (See Reference 1). The stated objectives of the DSCIP are to:

1. Revitalize Downtown Sudbury;
2. Increase the residential population of the downtown;
3. Create and retain employment opportunities;
4. Grow the municipal assessment base;
5. Grow the municipal property tax revenue;
6. Repair and intensify the existing urban fabric with compatible projects;
7. Take advantage of existing infrastructure; and,
8. Enhance the quality of the public realm.

The City adopted the Greater Sudbury Brownfield Strategy and Community Improvement Plan (BSCIP) in October, 2011 (See Reference 2). The stated objectives of the BSCIP are to:

1. Create and retain employment opportunities
2. Increase assessment and tax revenues
3. Increase economic competitiveness
4. Enhance environmental quality, health and safety
5. Intensify and revitalize neighbourhoods and communities

The City adopted the Town Centre Community Improvement Plan on August 14, 2012, and amended in February of 2018 (See Reference 3). The stated objectives of the TCCIP are to:

1. Enhance pedestrian friendly commercial areas to attract people and new businesses
2. Address commercial and residential vacancy issues by improving the building stock
3. Rehabilitate older, mixed used (and preferably multi-storey) building stock, to promote the creation of additional residential units

2020 Intake Process

Staff received direction to receive new applications to the Corporation's Community Improvement Programs annually until June 30 of each calendar year for consideration as part of the following budget year. In 2020, given the current pandemic, an additional deadline was added to the process. Proponents had to submit their initial proposals by June 30 and have complete information to the City by September 30, 2020. This new intake process generated 12 complete and eligible applications in 2020 (See Attachment A).

The total monetary request of the Corporation for the 12 complete and eligible applications is \$5,969,509 over a 10 year period (averaging to approximately \$600,000 annually for 10 years), while the total private investment leveraged (per the information provided) would be

\$48,000,000, representing a ratio of approximately 1:7 should City Council approve the requests as part of the 2021 Budget.

The bulk of this request is in the form of Tax Increment Equivalent Grants. Per the adopted CIPs, the value of the grant provided is equal to the incremental increase in property assessment and municipal property tax resulting from the improvements. The grant is provided after the project has been completed and after the taxes have been paid in full.

Based on the information provided by the proponents of 300 Elgin, the increase in municipal property tax resulting from the improvements is estimated to be approximately \$560,000 per year. Under the terms of the grant program, taxes on the new development would be paid to the City and the increase would be granted back to the owner every year for 10 years (100% of the increase for the first eight years and 50% for the last two). During this period, the City would continue to receive the original amount of taxation for the property. Starting in year 11, the City would begin to receive the full amount of taxation related to the redevelopment.

The total TIEG request for the 300 Elgin Street block is \$5,070,689 over a ten-year period. During this same ten year period, the City would continue to receive taxes for the block (approx. \$350,000 for the total 10-year period). Taken over a 20-year period, and assuming no redevelopment would take place, the City would collect \$700,000 from the property. With redevelopment, the City could collect \$14M while granting back \$5M, for an increase in assessment of \$8.3M (i.e. \$14M - \$5M - \$700K) over 20 years. This scenario assumes a 0% tax rate increase and no inflation. As noted above, these estimates are based on preliminary numbers provided by the proponents. The total values could be refined as part of a stage 2 process recommended by staff (see below).

Economic Development Comments

Taken together, the 12 proposed projects would meet the stated objectives of the CIPs. These projects signal investor confidence in Greater Sudbury's economy and in the community overall. When Economic Development is working to attract prospective new investors to the community, they are often asked for a tour of the downtown which is sometimes seen as a barometer of overall community vitality. Investments like the ones being proposed here will further enhance the Downtown Sudbury and Town Centres, signaling that Greater Sudbury as a whole is a good place to invest. Beyond investment attraction, a thriving Downtown and healthy Town Centres can play a significant role in talent attraction as more and more skilled workers cite lifestyle and quality of place as deciding factors in choosing where to live.

The projects contemplated in this report hold potential to change the fabric of key points in the downtown area, making them more attractive to visitors and residents alike. In concert with other Large Projects already in the works, such as Place des Arts and the Junction projects, these initiatives will demonstrate Downtown Sudbury is a vibrant, busy place, welcoming to pedestrians, fostering entrepreneurial spirit and ready for further investment.

Like Downtown Sudbury, the Town Centres efforts also create this sense of place and foster Greater Sudbury's nature as a "community of communities". For instance, Kathleen Street at Frood has been transformed through façade improvement efforts over the past several years, and this neighbourhood has become a draw for families, couples and visitors all year round.

While these investments certainly provide a return on investment and help to increase property values over time, they also create more intangible benefits including community vibrancy and pride of place.

2020 CIP Intake Review and Evaluation

A team made up of Planning, Building, Economic Development, Taxation, Finance and Fire, reviewed the applications relative to the mandatory CIP policies and application criteria. The CIPs generally require that the subject lands be within a CIP Area, that the eligible property is not in a position of tax arrears at the time of the application, and that outstanding work orders must be satisfactorily addressed prior to the issuing of any financial incentive. Works commenced prior to submitting an application are ineligible.

The application requires that applicants outline their projects, identify the programs applied for under the CIPs, the amount of incentive applied for, broken down by program, as well as the source of financing for the balance of the projects.

Due to the size and complexity of the 300 Elgin Street application, Staff recommends that the project be subjected to a more comprehensive evaluation, as was done with similar projects during the 2017 CIP “EOI Stage 2 Process” (7 Pine Street and 20 Ste Anne Road – See References 4 and 5). The additional information required as part of the Phase 2 could include, and may not be limited to, the following:

- A conceptual design proposal for the redevelopment of the property describing the location, siting and the massing of the buildings; the location and number of parking spaces; and, access and internal circulation;
- An outline of other key features such as density and height and any required regulatory approvals;
- A development strategy, including phasing, and detailed cost estimates prepared by a qualified professional;
- A proposed development schedule;
- A business proposal including financial arrangements and other details;
- Other relevant financial matters;
- Firm independent evidence from a recognized reputable source as to the developer’s creditworthiness and ability to obtain financing;

Should Council give direction to require additional information from the applicant, it should be provided by January 15, 2021 so that the application can be considered as part of the 2021 budget process.

The total monetary request from complete and eligible applications, and capped within individual program limits, is estimated at \$5,969,509, which would result in an estimated \$48,000,000 in private investment in the Downtown (1:7) should the projects be approved for funding and proceed (See Attachment A). Per direction provided in past budget years, this monetary request could be cash flowed over a ten year period (i.e. approximately \$600,000 per year).

2017-2019 OVERALL SUMMARY

Each of the City's CIPs mentioned above include monitoring criteria to help track progress relative to the CIPs' goals and objectives (e.g. see Section 4.0 of the DSCIP – Reference 1). These criteria include increase in assessment value, amount of land developed, number of applications received, \$ value of private sector leveraged, number of residential units built, etc). This analysis is provided in Attachment B to this report. In summary:

- The City has approved 45 DSCIP (which includes 1 BSCIP) applications for a total of \$5,328,000;
- The Greater Sudbury Development Corporation has committed \$900,000 towards the 2018 Downtown Community Improvement projects. Their commitment is expected to start in 2022;
- The City approved 13 TCCIP Applications in 2019 for a total of \$318,011. This amount includes the Ontario Main Street Funding of \$172,487.32;
- Should all approved projects proceed as planned, the City will have incentivized an additional 200+ residential units and 36 new facades in the Downtown Area, and 5 new units and 5 new facades in Town Centre Areas;
- The City has extended \$300,000 of the 2017 DSCIP projects. These are set to expire at the end of 2020. Projects representing \$150,000 of these monies have started and/or nearing completion;
- One of the twelve 2018 projects has been completed (\$35,000), while 4 others are in progress (\$1.36M). Five have not started (\$75,000), and two agreements remain unexecuted by the proponents (\$4.1M). The agreements related to the \$75,000 are set to expire at the end of 2020.

Summary and Recommendations

The City has adopted a number of Community Improvement Plans to remove barriers to development and redevelopment in defined areas across the municipality. The objectives of these CIPs are to revitalize the areas and increase the population, while taking advantage of existing infrastructure and growing the assessment base.

The 2020 Community Improvement Plan Intake period garnered 12 applications. These applications were deemed eligible based on the various CIP eligibility criteria and application requirements. The total monetary request of the Corporation for the 12 applications is \$5,969,509 (or approximately \$600,000 annually for ten years), while, per the information submitted, the total private investment leveraged would be approximately \$48,000,000. One applicant has modified their proposal after the September 30th deadline (300 Elgin). Staff recommends that this proposal be subject to a more detailed and comprehensive review (i.e. a stage 2 review as contemplated by the 2017 EOI process).

It is recommended that City Council direct Staff to prepare a business case for the 12 complete and eligible applications, for consideration as part of the 2021 budget process.

This report has also examined three years of intakes, from 2017 to 2019, the findings of which are included as appendices to this report. Staff recommends allowing those executed agreements for any project that has not had any progress to lapse. Staff further recommends that any past approvals be rescinded, in situations where the agreements have not been executed by the proponents, by January 15, 2021. The City anticipates a surplus from the 2017-2019 agreements. Part of this surplus could be transferred to the City reserve to possibly help

fund current or future intakes, and/or help offset the contribution from the Greater Sudbury Development Corporation. Staff will return in February, 2021 with a report for Council's consideration.

Including 2020, staff has now had four intake years in implementing the new CIPs. Several observations have been made around both policy and procedural improvements. As part of the 2021 work plan, staff will be undertaking a review and update to the CIPs in 2021. Procedural improvements (e.g. to the application forms, brochures, website, agreements, etc.) will also be part of this review.

References

1. Downtown Sudbury Community Improvement Plan
<https://www.greatersudbury.ca/play/downtown-sudbury/the-downtown-sudbury-master-plan/downtown-community-improvement-plan/community-improvement-plan/>
2. Brownfield Strategy and Community Improvement Plan
<https://www.greatersudbury.ca/linkservid/BC874905-FD36-3989-E4A00284073C255B/showMeta/0/>
3. Town Centre Community Improvement Plan
<https://www.greatersudbury.ca/do-business/planning-and-development/community-improvement-plans-and-incentive-programs/financial-incentive-programs/town-centre-community-improvement-plan-and-incentive-programs/town-centre-community-improvement-plan/>
4. "Downtown Sudbury Community Improvement Plan – Proposed 2017 Intake Process", report presented at the March 6, 2017 Planning Committee Meeting
<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1103&itemid=12591&lang=en>
5. "Downtown Sudbury Community Improvement Plan: Results of Expression of Interest Period", report presented at the August 21, 2017 Planning Committee Meeting
<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1112&itemid=13444&lang=en>

ATTACHMENTS

- A. Eligible and Complete Applications
- B. Monitoring and Analysis
- C. Map of CIP Approvals since 2012
- D. Before and After Presentation

Appendix A – Complete and Eligible Applications

Address	Grant Type	Total Grant Request	Estimated Project Cost	Brief Description	Applicable CIP Criteria
83 Larch	Residential Per Door Grant	\$60,000	TBD.	Conversion to a 20-room Student Residence	Revitalize Downtown Sudbury; Increase the residential population of the downtown; Grow the municipal assessment base; Grow the municipal property tax revenue; Take advantage of existing infrastructure; and, Enhance the quality of the public realm.
131 Pine	Façade Improvement Grant/Planning Fee/Building Permit Fee	\$20,139.40	\$73,485.40	Façade Improvement on Pine Street	Revitalize Downtown Sudbury; Enhance the quality of the public realm.
229 Elm	TIEG/Façade Improvement/Planning Fee/Building Permit Fee	\$128,185.24	\$1,090,000	Conversion of some floors to hotel use and addition of café/speak easy.	Revitalize Downtown Sudbury; Increase the residential population of the downtown; Create and retain employment opportunities; Grow the municipal assessment base; Grow the municipal property tax revenue; Take advantage of existing infrastructure; and, Enhance the quality of the public realm.
300 Elgin	TIEG/Façade Improvement/Planning Fee/Tax Assistance Program/Building Permit Fee Program	\$5,302,315.66	\$45M	Commercial Multi-Use redevelopment of The Ledo. Ledo to remain, with new hotel/office tower of approximately 14 floors with parking garage. Residential may be included in project.	DSCIP: Revitalize Downtown Sudbury; Increase the residential population of the downtown; Create and retain employment opportunities; Grow the municipal assessment base; Grow the municipal property tax revenue; Repair and intensify the existing urban fabric with compatible projects; Take advantage of existing infrastructure; and, Enhance the quality of the public realm. BSCIP: Create and retain employment opportunities Increase assessment and tax revenues Increase economic competitiveness Enhance environmental quality, health and safety Intensify and revitalize neighbourhoods and communities
420 Elgin	Façade Improvement	\$6,380.14	\$12,760.28	Façade Improvement of music store/recording studio	Revitalize Downtown Sudbury; Enhance the quality of the public realm.
434 Elgin	Façade Improvement/ Building Permit Fee	\$15,900	\$90,900	Redesign of taxi stand to former 50's-style garage.	Revitalize Downtown Sudbury; Enhance the quality of the public realm.
611 Kathleen	Façade Improvement/Building Permit Fee	\$16,000	\$30,000	Replace small front windows with large folding	Enhance pedestrian friendly commercial areas Address commercial and residential vacancy issues

				doors, new accessible entrance ramp, framing and light installation for new sign. Improvements will create a more commercial appearance.	
587 Kathleen	Façade Improvement/Building Permit Fee	\$16,000	\$30,000	New signage and lighting; new commercial secure door for basement, improvements to existing façade.	Enhance pedestrian friendly commercial areas
3577 Errington	Façade Improvement/Building Permit Fee	\$16,000	\$33,000	Reface storefront and replace signage for convenience store with commercial above.	Enhance pedestrian friendly commercial areas
18 Main Street E	TIEG/Planning Fee Rebate/Building Permit Fee Rebate/Residential Per Door Grant/Interest-Free Loan	\$226,545	\$600,000	Proposed new fourplex. Commercial structure has been removed.	Rehabilitate multi-storey building stock, to promote the creation of additional residential units.
17 Main Street E	TIEG/Building Permit Fee Rebate/Residential Per Door Grant/Interest-Free Loan	\$146,044	\$550,000	Proposed new fourplex on vacant portion of a lot with an existing 5-plex (amendment to previously approved CIP application for triplex)	Rehabilitate (create) multi-storey building stock, to promote the creation of additional residential units
10 Main Street E	Façade Improvement/Building Permit Fee	\$16,000	\$33,000	Improvements to façade including siding, windows and entrance.	Enhance pedestrian friendly commercial areas

The following chart is a based on data taken from the complete and eligible applications:

Incentive Type	DSCIP	TCCIP	BSCIP	TOTAL
Tax Increment Equivalent Grant (TIEG)	\$2,356,295.24	\$85,472.72	\$2,817,050.00	\$5,258,817.96
Façade Improvement Program	\$66,380.14	\$60,000	N/A	\$126,380.14
Planning Fee Rebate Program	\$9,760.00	\$5,000	N/A	\$14,760
Building Permit Fee Rebate Program	\$41,808.40	\$16,000	\$60,000	\$117,808
Residential Incentive Program	\$60,000.00	\$40,800	N/A	\$100,800
Feasibility Grant Program	N/A	N/A	N/A	0
Multi-Residential Interest Free Loan Program	N/A	\$229,316.50	N/A	\$229,316.50
Tax Assistance Program – Municipal Portion (BSCIP Only)	N/A	N/A	\$121,626.66	\$121,626.66
Tax Assistance Program – Education Portion (BSCIP Only)	N/A	N/A	*\$29,544	*\$29,544
Landfill Tipping Fee Program (BSCIP Only)	N/A	N/A	N/A	N/A
TOTALS	\$2,534,243.78	\$436,589.22	*\$2,998,676.66	\$5,969,509*

TOTAL REQUEST*	\$5,969,509
TOTAL LEVERAGED	Approximately \$48,000,000
RATIO (Public – Private)	1:7

*TOTALS do not include Education Portion as it is subject to Provincial Approval

ATTACHMENT B – MONITORING AND ANALYSIS

Downtown Sudbury CIP and Brownfield Strategy & CIP

The City's Community Improvement Plans include criteria to help track progress relative to the CIPs goals and objectives (e.g. see Section 4.0 of the Downtown CIP). These criteria include increase in assessment value, amount of land developed, number of applications received, \$ value of private sector leveraged, number of residential units built, etc). At this time, it is still premature to report back on most of these KPI because many of the projects are not built or are under construction, save and except the fifteen 2017-2019 DSCIP Façade Improvement Applications, and five 2018 TCCIP Façade Improvement Applications. As a result, the increased assessment values have not yet been generated by MPAC and the impact to the assessment base has not been triggered. Standalone Façade Improvement projects generally do not result in a reassessment by MPAC.

Should all these 2017-2019 projects proceed as planned, the City will have incentivized an additional 200+ residential units and 36 new facades in the Downtown Area, and 5 new units and 5 new facades in Town Centre Areas. This includes 20 units at 124 Cedar Street in Downtown Sudbury which is nearing completion.

The City has approved 45 applications under the DSCIP (including one combined with the Brownfields CIP) for a total monetary request of \$6,268,254.63, while the total proposed private investment leveraged is estimated at \$57,349,325.45, representing a public to private ratio of approximately 1:8.1.

Accepted Applications and Funding

Downtown Sudbury CIP and Brownfield Strategy & CIP:

2017 Intake – Reflected in 2018 Budget

The City received 40 applications in 2017 for all financial programs. Of the 40 applications received, only 35 met the minimum DSCIP requirements. These 35 applications had a total monetary request of \$3.3M. Council through the 2018 budget process allocated \$600,000 to the DSCIP, and directed staff to fund both the Façade Improvement and Residential Incentive Grant Programs. Based on this direction 25 of the original 35 complete and eligible applicants elected to proceed.

Of the 25 2017 applicants, 12 have completed their work and 9 have received extensions. One was deemed ineligible because the work was completed prior to submitting an application, one applicant has withdrawn the agreement, while another agreement has expired. One agreement remains unsigned. To date, approximately \$136,000 has been spent, \$300,000 has been extended, and \$67,000 is anticipated surplus. Of the \$600,000 allocated to the 2017 intake, \$100,000 had already been reallocated to help fund the 2018 Intake applications.

2018 Intake – Reflected in 2019 Budget

The City received 12 applications (11 DSCIP and 1 BSCIP) as part of the 2018 Intake period. The City allocated an additional \$4.6M to fund these requests. The Greater Sudbury Development Corporation committed \$900,000 to fund these requests over a multi-year period starting in 2022. As of the writing of this report, 1 project has been completed (\$35,000), while 4

others are in progress (\$1.36M). 5 have not started (\$75,000), and two agreements remain unexecuted by the proponents (\$4.1M).

2019 Intake – Reflected in 2020 Budget

The City received 9 applications (8 were deemed eligible and complete) in 2019 for a total monetary request of approximately \$128,000. As of the writing of this report, 2 projects have been completed (\$25,000), and 6 have not yet started (\$103,000).

Town Centre CIP:

The City received 13 applications in 2019 for a total monetary request of \$318,011 (This number includes the additional Main Street funding applications for which the By-law was approved in 2020). Twelve applications were deemed eligible and complete. One application required an amendment to the boundary of the TCCIP project area for the Flour Mill, which was completed and the project subsequently completed. Nine of the projects were funded entirely through the Province's Main Street Revitalization Initiative. One project was partially funded through the Main Street Revitalization Initiative (Planning and Building Fee Rebate Programs) for the CIP programs which can be completed within the funding timelines and partially funded through CGS money allocated to the Town Centre CIP for TIEG program, which is multi-year (55 Main Street E, Chelmsford). One project, which is also a multi-year project) was funded through the CGS money allocated to the TCCIP and a Business Case approved as part of the 2020 budget (17 Main Street E, Chelmsford).

If all applications funded by the City proceed to completion and expend all allocated money, the pot of funds originally allocated to the TCCIP through resolution CC2012-274 will be spent and it is anticipated that new applications under the TCCIP will follow an intake process similar to that established for the DSCIP and BSCIP. In addition to the 13 applications described in detail as part of this report, there is one application funded through the 2012 allocation that has not yet proceeded to completion. The agreement for that project will expire in December 2020. This proponent is requesting an additional monies as part of the feasibility study grant. Staff is recommending approval of this request. The agreement for the project at 17 Main Street E, in Chelmsford has not yet been signed pending an amended application requesting additional funds through the 2020 Intake process.

The majority of the projects were façade improvements which do not generally result in an increase in assessment or taxation. Façade improvements aid in the revitalization of neighbourhoods and often stimulate similar improvements in neighbouring buildings. With respect to the two projects which involve redevelopment, one has not yet proceeded and we do not yet have reassessment data for the second. Both redevelopments are located within the Chelmsford Town Centre. The project at 55 Main Street E, which has been completed, involved the replacement of a single detached dwelling with a triplex. The project at 17 Main Street E, proposes the construction of a 4-plex on the vacant portion of a property containing an existing 5-plex (19 Main Street E).

The City has approved thirteen applications under the TCCIP for a total monetary request of \$318,011, while the total proposed private investment leveraged is estimated at \$1,328,003, representing a public private ratio of approximately 1: 3.2.

Completion Rate

Downtown Sudbury CIP and Brownfield Strategy & CIP applications:

The conditions of receiving funding for individual CIP proponents are outlined in agreements. For most agreements, the work has to be completed by December 31 of the following year (usually around 18 months). The findings indicate the following:

- 12 of the 25 (representing 48%) 2017 applicants have completed their work;
- 9 of the 25 (representing 36%) 2017 applicants have signed extension agreements to December 31, 2020;
- 1 2017 application was deemed ineligible because the work was completed prior to applying for the grants;
- 1 2017 agreement was deferred as the proponents successfully reapplied as part of the 2019 Intake;
- Funding for 1 2017 application has expired since the work was not completed within the specified time period;
- 1 agreement from the 2017 Intake Period remains unsigned (there is no sunset clause in the original by-law by which agreements need to be signed);
- 2 of the 12 (representing 17%) 2018 applicants have completed their work;
- 2 of the 8 (representing 25%) 2019 applicants have completed their work;
- 2 agreements from the 2018 Intake Period remain unexecuted by the proponents;
- 15 signed and executed agreements (representing 41% of the 2017 and 2018 Intakes) are set to expire on December 31, 2020

Town Centre CIP applications:

- 10 of the 13 (representing 77%) 2019 applicants have completed their work;
- 2 of the 13 (representing 15%) 2019 applicants have withdrawn their applications;
- The agreement for one 2019 application, has not yet been signed and the work has not yet begun. The applicants have submitted an amended application as part of the 2020 Intake process, we would anticipate the agreement to be signed pending the outcome with respect to funding the 2020 applications.

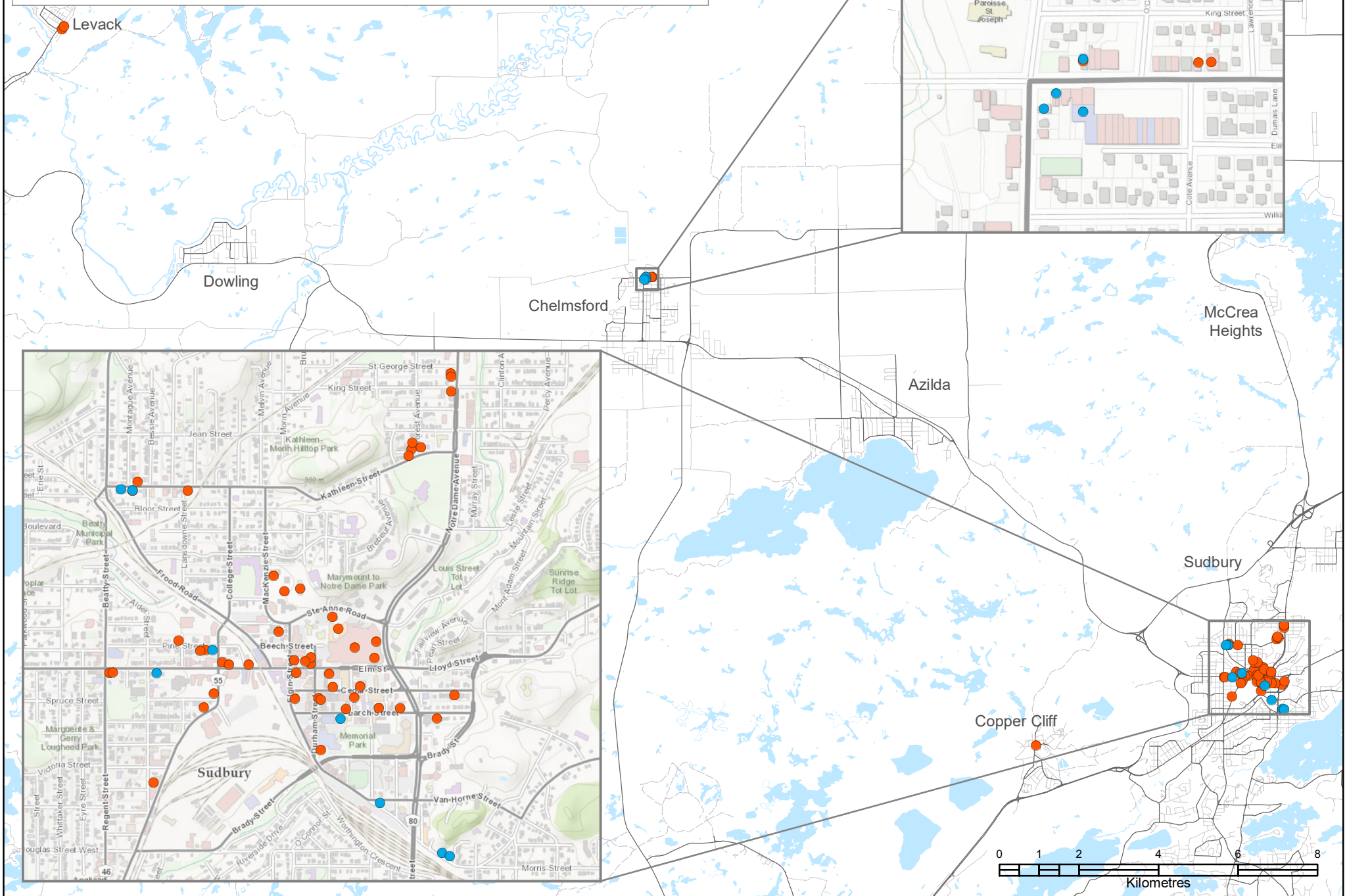
Number of Applications Year over Year

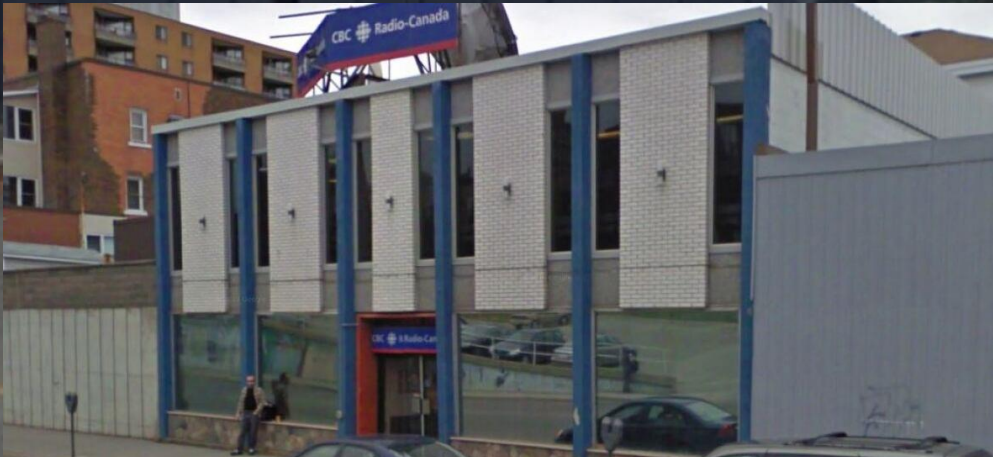
The data show a decrease in applications year over year for the DSCIP. 2017 (40) and 2018 (11) saw a 72% decrease, while 2018 (11) and 2019 (9) experienced an 18% decrease. Overall, there was a 77% decrease of applications between 2017 and 2019.

The data for the TCCIP show the only applications between 2017 and 2019 were those received in 2019 resulting from the outreach undertaken as part of the Main Street Revitalization Initiative. Between 2012 when the CIP was adopted and the 2018 applications, only 4 applications had been accepted as complete; three of which proceeded to completion.

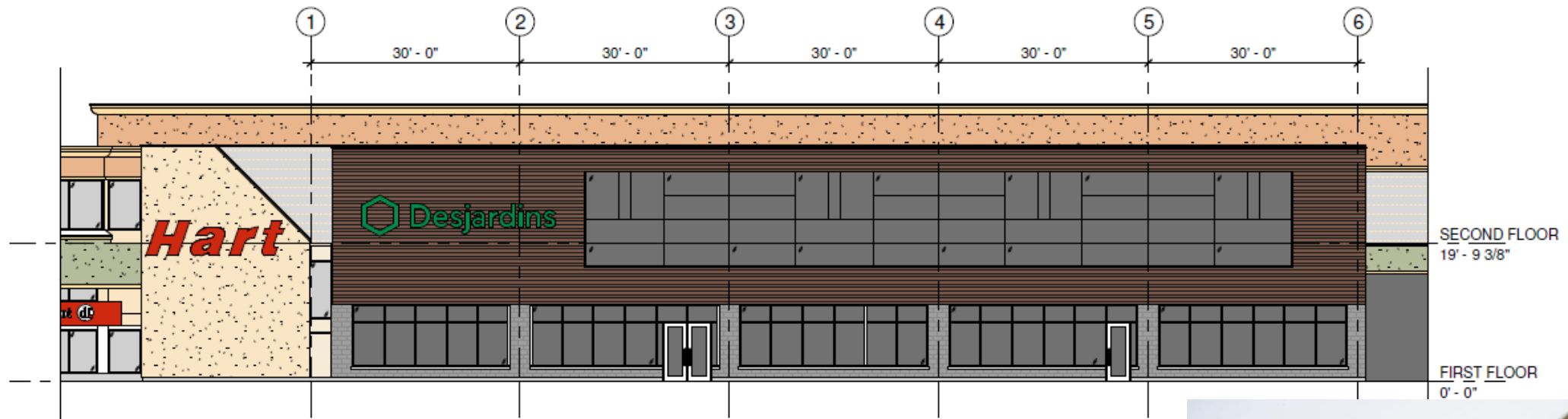
Location of 2020 Applications & 2012-2019 CIP Approvals

- Downtown Sudbury & Town Centre CIP (2020)
- Downtown Sudbury CIP (2017-2019), Town Centre CIP (2012-2019)





15 MacKenzie Street
AFTER



Desjardins - Elm Place
AFTER





255 Larch
AFTER



BEFORE



200 Larch Street
AFTER



BEFORE



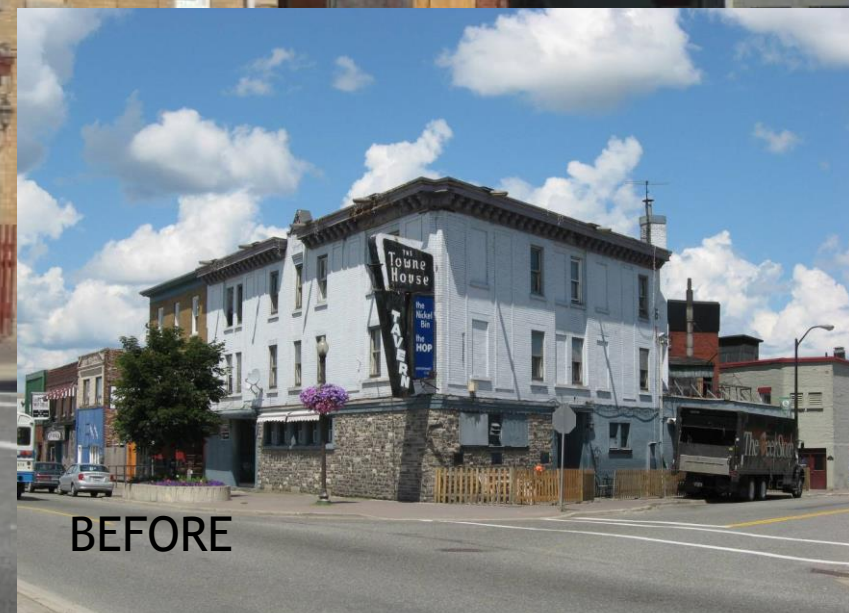
11 Elgin Street
AFTER



BEFORE



206 Elgin Street
AFTER



BEFORE

APPENDIX B



1 Serpentine Street, Copper Cliff
AFTER



BEFORE



47A Levack Drive, Levack

AFTER

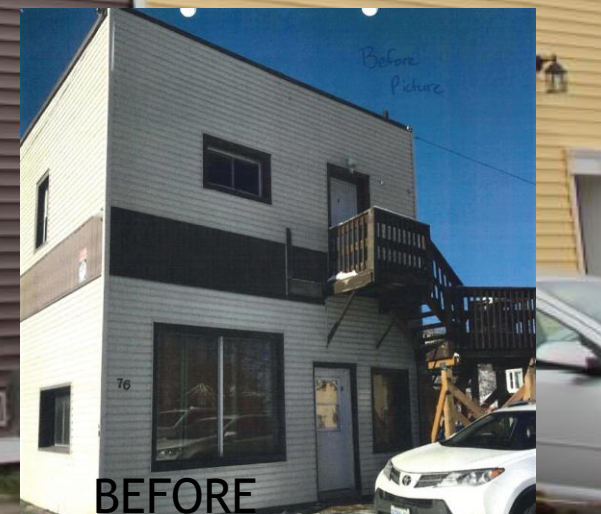
Updated energy efficient windows and doors



BEFORE



76 Kathleen Street, Flour Mill
AFTER



BEFORE



525 Notre Dame Ave, Flour Mill AFTER



BEFORE



BEFORE

375 Laforest Ave, Flour Mill
AFTER



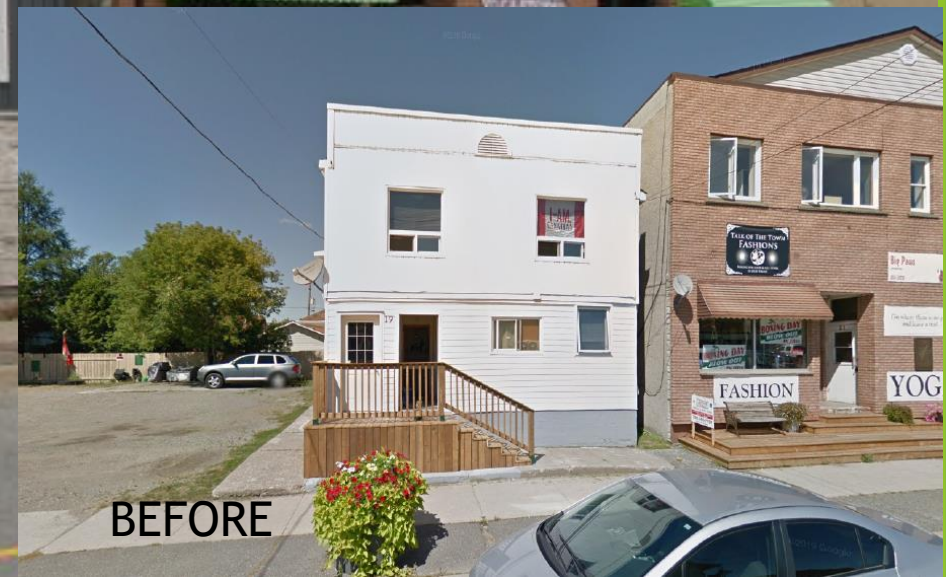
55 Main Street East, Chelmsford
AFTER



BEFORE



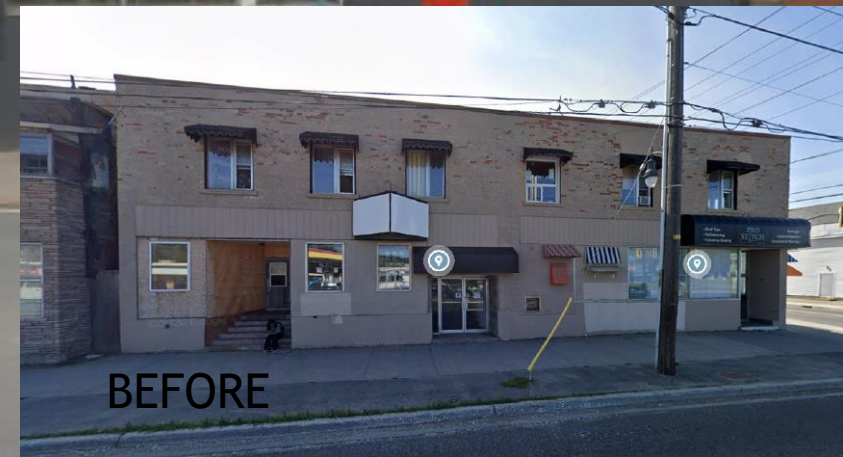
19 Main Street E, Chelmsford
AFTER



BEFORE

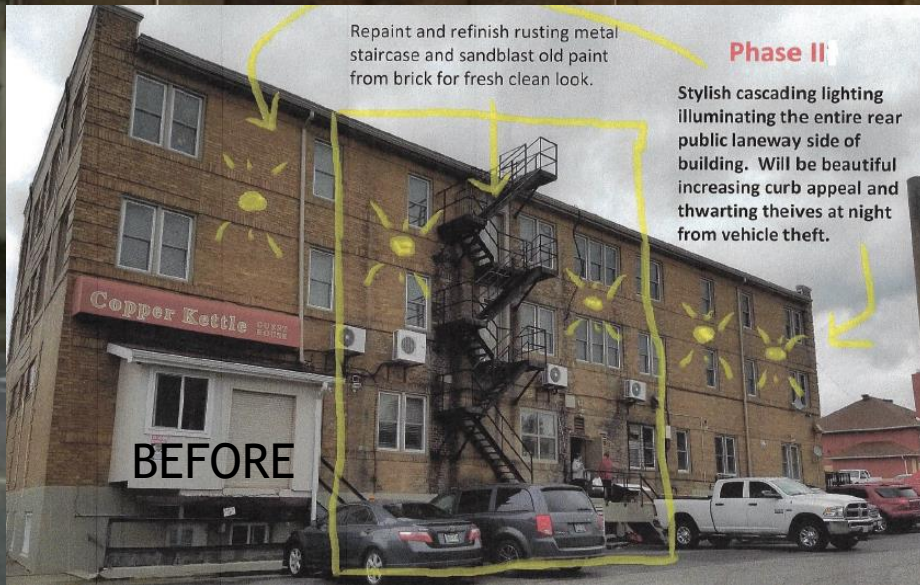


495 Notre Dame
AFTER



BEFORE

1Serpentine Street AFTER





61 Main Street E, Chelmsford
AFTER



BEFORE



493 Kathleen Street
AFTER



BEFORE



587-593 Kathleen Street
AFTER



BEFORE



BEFORE

591 Kathleen Street
AFTER



Elgin Street Pedestrian Underpass
Phase 1



Brady Green Stairs



A Poem for the Dream Makers

up and down, a train on the tracks down by Ramsey,
someone walking on rain wet pavement late at night, in the northern darkness
on Elgin

Elgin Street Pedestrian Underpass
PHASE 2