

Request for Decision
City Council



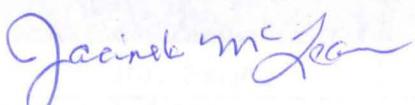
Type of Decision									
Meeting Date	April 12, 2016			Report Date	April 6, 2016				
Decision Requested		Yes	X	No	Priority		High		Low
	Direction Only				Type of Meeting	X	Open		Closed

Report Title
Summary and Analysis Report on Large Projects Session November 27, 2015

Budget Impact/Policy Implication	Resolution
<input checked="" type="checkbox"/> This report has been reviewed by the Finance Division and the funding source has been identified.	For Information Only
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Background Attached	Resolution Continued

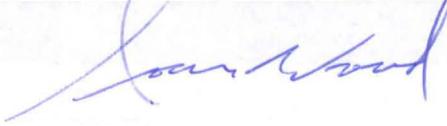
Recommended by the Department	Recommended by the C.A.O.
Name Title	 Kevin Fowke Interim Chief Administrative Officer

Report Prepared By



Name: Jacinda McLean
Title: Business Development Office (A)

Division Review



Name: Ian Wood
Title: Director of Economic Development

Report attached.



**Summary and Analysis Report on
Large Projects Presented at
Public Input Meeting of
November 27, 2015**

Prepared for: City Greater Sudbury Council

**Prepared by:
City of Greater Sudbury Economic Development Division**

April 6th, 2016

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Background and Methodology

On November 2, 2015 City Council invited organizers (both public and private) of large projects planning to seek municipal funding in 2016 or 2017 to a Public Input Session to share their ideas with Council. This session was designed so key stakeholders could help City Council set priorities and shape the future of our city by sharing information on key projects that could have a significant impact on the community in the near future. In order to present at the Public Input Session, projects had to meet one or more of the following criteria:

- the project must have a significant and lasting economic impact through job creation, investment or tourism;
- application for municipal funding for the project will happen in 2016 or 2017, through the municipal budget process;
- the project must align with the strategic pillars of Council (Growth and Economic Development, Responsive, Fiscally Prudent Open Governance, Quality of Life and Place, and Sustainable Infrastructure); and
- the project must enhance civic engagement and build social capital, for instance by enhancing community pride, health and well-being, diversity and safe communities.

The Large Projects Public Input Session was held on November 27, 2015 in City Council Chambers. Sixteen projects were presented at this session. These projects were referred to city staff for review and evaluation. This work was led by the Economic Development Division in consultation with other Divisions.

Economic Development staff have prepared the attached summary and report on each of the 16 projects. Should Council wish to pursue these initiatives further, staff have also included recommendations for next steps of each project.

To prepare this report, staff undertook the following work to complete their analysis:

- Each of the 16 projects presented on November 27th were assigned to a staff person who then contacted project proponents directly as an initial outreach.
- Staff reached out to the proponents to discuss their proposals, to ensure that the requests have been clearly understood, and to gain background context for each project.
- Staff also met with government funding agencies at both the provincial and federal levels to determine their potential interest in the projects, as well as the eligibility and timing for each proposal.
- Representatives of other CGS departments were also consulted as relevant to each proposal, and shared related City documents where appropriate as background.
- As part of the analysis, each project proposal was reviewed for its alignment with Council's strategic priorities, as identified in *Greater Together 2015-2018 Corporate Strategic Plan*.
- In addition, proposals were assessed for their potential impact on the goals of other City strategies, including: From the Ground Up - Greater Sudbury's Community Economic Development Strategic Plan, the Downtown Master Plan, the Greater Sudbury Cultural Plan and other pertinent documents.
- In each case, staff have provided recommended next steps for Council's consideration, should they wish to move forward with a project.

The Project Overview below is intended to give a high-level summary of each project proposal, including a summary description of the project, the funding request and potential next steps for Council’s consideration.

The attached Appendix provides a more detailed assessment on each project, including full details on alignment with Council’s strategic pillars, background, economic benefits, feasibility, current status and readiness, implications, analysis of pros and cons in each scenario, and next steps.

Overview of Projects

NO.	NAME and/or ORGANIZATION	PROJECT OVERVIEW
1	Art Gallery of Sudbury	<p>The Art Gallery of Sudbury is proposing a new art gallery facility including dedicated exhibition spaces, public event venues, retail and café. Total project cost is estimated at \$25 million with a request to the City for \$9-\$10 million for a project expected to open in 2020. With the support of City staff, the Art Gallery is currently exploring a collaborative approach with the Library project, and representatives from both Boards have formed a Working Group with staff to continue this work. Project management resources will be required to continue support for and development of a shared facility.</p> <p>Amount Requested from CGS: \$9-\$10M + \$200k/year grant funding</p> <p>Potential Next Steps: Should Council wish to prioritize this project, the following steps are recommended:</p> <ol style="list-style-type: none"> 1. Direct staff to continue working with board and staff leadership and appropriate representatives from both the Art Gallery of Sudbury and CGS Libraries to support the Working Group in its ongoing exploration of a collaborative approach. 2. Provide a financial contribution of \$100,000 per year for each of 2016 and 2017 to support the hiring of a Project Manager on a consultancy basis, reporting through the Working Group. This position would provide a third-party approach for review of both projects to assess similarities and address gaps between the two project proposals, and would also provide a close liaison with CGS staff to support and facilitate the process. The Project Manager would also coordinate additional consultation/expertise and resources, as required, to develop a strategy for pursuing a combined Art Gallery/Library initiative, including capital funding. The result would be a comprehensive project proposal for Council’s consideration.
2	ArtsJunction	<p>The Sudbury Arts Council has formed ArtsJunction as a committee in order to develop a 50+ unit downtown residential complex catering to the creative workforce. Through the ground level shared spaces (café, exhibition, workshop areas, etc.), it would allow for programming to be offered to the public by residents and others. Some of the apartments would be affordable, with others at market rates, however ArtsJunction would not qualify for provincially-funded affordable housing programs due to eligibility criteria. ArtsJunction had developed a business plan around a location which has since been ruled out as an option and now it is interested in repurposing an existing building in the downtown core. The project is anticipated to cost \$10M of which \$1.5M is being requested from the City. A revised business plan that includes feasibility analysis, site specific assumptions for costing and market analysis, as well as a proposed governance structure would be recommended should this project proceed.</p>

		<p>Amount Requested from CGS: \$1.5M</p> <p>Potential Next Steps: Should Council wish to prioritize this project, the following steps are recommended:</p> <ol style="list-style-type: none"> 1. Request that the GSDC Board give full consideration to the Sudbury Arts Council request for support to complete a feasibility study for the ArtsJunction project, while maintaining its full discretionary powers and commitment to due diligence. 2. Direct staff to report the results of any feasibility study back to Council, along with details of any municipal implications and recommendations for financing.
3	Capreol Long Term & Supportive Housing	<p>The Capreol Assisted Living Complex is an affordable housing development that was identified as a priority by the previous council in 2012. The project proposes a new building with 44 seniors units that will cost \$11.46 million, of which they are asking the City for \$6 million from the Affordable Housing for Ontario Program Extension (IAH-E) that was announced in 2014. The project will create short term construction jobs and long term permanent and contract services jobs. The Capreol Long Term & Supportive Housing Board must prepare to respond to the pending Affordable housing project RFP that the City's Housing Services Division expects to release by the end of 2016.</p> <p>Amount Requested from CGS: \$6M</p> <p>Potential Next Steps: Should Council wish to prioritize this project, the following steps are recommended:</p> <ol style="list-style-type: none"> 1. Direct staff to communicate with the proponent regarding the upcoming RFP for new affordable housing developments at the end of 2016. 2. If a complete application is received in response to the RFP, Council can give due consideration as it reviews the staff report, expected in Spring 2017.
4	Cedar Street Parking Structure	<p>The closure of the privately owned Cedar Street Parking Structure in the Downtown resulted in the loss of 122 parking spaces in 2014. Dalron is interested in completing a \$2-3 million renovation of the structure and is requesting tax relief in the amount of \$60,000 per year for 15 years for a total cost of \$900,000. The existing Community Improvement Plan (CIP) has mechanisms in place to provide some tax relief, however it is significantly less than the amount requested. The CIP is currently being reviewed and changes could increase or decrease the value of the incentives available. The proponent could move ahead with the project under the existing CIP, or they may wait for a revised plan to be reviewed and approved by Council.</p> <p>Amount Requested from CGS: \$900,000 (\$60,000 per year in tax relief for 15 years)</p> <p>Potential Next Steps: Should Council wish to prioritize this project, the following steps are recommended:</p> <ol style="list-style-type: none"> 1. Direct staff to encourage the project proponent to make application to the current Community Improvement Program (CIP) to determine eligibility and potential support. 2. Direct staff to consider transition provisions in any revised or new Downtown CIP to

		<p>ensure eligibility for applications submitted after April 1, 2016.</p> <ol style="list-style-type: none"> 3. Review and consider the recommendations resulting from the ongoing Planning Department review of the CIP, with a view to strategically encouraging development in the downtown. 4. Consider additional investment to support the revised CIP and direct staff to explore opportunities to leverage such an investment with other agencies.
5	Northern Ontario Film Studio	<p>This project proposes a permanent film studio facility including sound stage space, production offices, equipment storage and back lot area. The approach could be purpose-built or retrofit of existing structure. The total project cost is estimated at \$5 million with no specific request to the City at this time. Staff support and additional resources may be available to assist in exploring the feasibility of a facility.</p> <p>Amount Requested from CGS: \$0 at this time</p> <p>Potential Next Steps: Should Council wish to prioritize this project, the following steps are recommended:</p> <ol style="list-style-type: none"> 1. Request that the GSDC Board undertake a due diligence review of this proposal and give consideration to additional options for the development of a film studio facility for Greater Sudbury. Options could include public-private partnerships as well as direct investment in a municipally-developed film production facility, either purpose-built or an upgrade and renovation of an existing building; such a facility could be rented or leased to film industry businesses in an incubator-style approach. The GSDC could also consider potential interest from other private sector investors within the industry. Feasibility of such a facility should include an assessment of market potential and usage by other film production businesses.
6	True North Strong Centre	<p>A private-sector consortium is requesting that the City of Greater Sudbury initiate a Request for Proposals process for a \$60M, 6,000+ seat, multi-use sports & entertainment facility that they are proposing to build along the Kingsway across from Levesque St. While a precise contribution from the municipality was not described in the application, it is the proponent's expectation that the City be an 'active partner' and contribute in some way to the capital and operational components of the project. Significant internal and external resources would be required to undertake a procurement process of this magnitude to ensure the municipality's, and the community's, best interests are taken into account.</p> <p>Amount Requested from CGS: Not defined</p> <p>Potential Next Steps: Should Council wish to prioritize this project, the following steps are recommended:</p> <ol style="list-style-type: none"> 1. Direct staff to create a project working group comprised of senior staff from appropriate corporate divisions including CAO, Planning, Leisure Services, Purchasing, and Legal to oversee the development of this process. 2. Direct staff to proceed with engaging the services of a consultant on a staged scope of work (which may include a market analysis and pro forma), to assist Council and Senior staff to determine criteria for a new sports & entertainment complex (size, type, amenities, etc.), to review and decide on potential funding models and partnership structures, and ultimately to assist with the development of a Terms of

		<p>Reference for, and evaluation of, an RFP for a competitive bidding process for this project.</p> <p>3. Direct staff to identify a funding source for an allocation of up to \$275,000 to fund this initial phase.</p>
7	Royal Canadian Legion Branch 76	<p>Branch 76 of the Royal Canadian Legion is seeking the City's assistance to redevelop their facilities to include a new Legion Hall and affordable housing for seniors. The site is located at 1533 Weller St., overlooking Ramsey Lake. This project carries with it a total cost of \$15 million, of which the proponent is hoping to secure \$3 million. In exchange for the City's assistance with this initiative, the project may include a new passive community park.</p> <p>Amount Requested from CGS: \$3M</p> <p>Potential Next Steps: Should Council wish to prioritize this project the following steps are recommended:</p> <ol style="list-style-type: none"> 1. Direct staff to continue to work with Branch 76 to further define the project as to size and cost. 2. Provide a onetime grant of up to \$25,000 to the Legion to cover the cost of defining the size and cost of the project to assist in convincing Provincial Command that there is a need for this development.
8	Rail to the Future	<p>A private citizen is proposing that the City establish a regional transit authority to implement a passenger rail service on a pilot basis that would run between Downtown Sudbury and Espanola. The proponent has not provided a project budget and is not requesting a specific dollar amount from the City.</p> <p>Amount Requested from CGS: No cash request</p> <p>Potential Next Steps: Should Council wish to prioritize this project the following steps are recommended:</p> <ol style="list-style-type: none"> 1. Direct staff to review the proposal in the context of the Transportation Master Plan and seek confirmation from the provincial and federal governments that they would financially support this initiative.
9	New Main Library	<p>The Greater Sudbury Library Board is seeking \$15 million from Council to build a new Main Library branch in the downtown. The proposed 50,000 sq. ft. facility is estimated to cost \$20 million. With the support of City staff, the Library is currently exploring opportunities for collaboration and co-location with the Art Gallery of Sudbury; representatives from both Boards have formed a Working Group, together with staff, to continue this work. Staff support and financial resources are required in order to secure project management resources to explore the feasibility and ultimately, the construction of a shared facility.</p> <p>Amount Requested from CGS: \$15M</p> <p>Potential Next Steps: Should Council wish to prioritize this project, the following steps are recommended:</p> <ol style="list-style-type: none"> 1. Direct staff to continue working with board and staff leadership and appropriate representatives from both the Greater Sudbury Library and Art Gallery of Sudbury

		<p>to support the Working Group in its ongoing exploration of a collaborative approach.</p> <p>2. Provide a financial contribution of \$100,000 per year for each of 2016 and 2017 to support the hiring of a dedicated Project Manager on a consultancy contract basis. This position would provide a third-party approach for review of both projects to assess similarities and to address gaps between the two project proposals, and would also provide a close liaison with CGS staff to support and facilitate the process. The Project Manager would also coordinate additional consultation/expertise and resources, as required, to develop a strategy for pursuing a combined Main Library/Art Gallery initiative, including capital funding. The result would be a comprehensive project proposal for Council's consideration.</p>
10	March of Dimes Acquired Brain Injury (ABI) Housing Project	<p>The March of Dimes is seeking \$150,000 from Council to support the construction of a new supportive housing facility for individuals living with the effects of an Acquired Brain Injury (ABI). The proposed 12,300 sq. ft. facility is estimated to cost \$2.7 million and will be built on the same site as the existing Wade Hampton House. A contribution from the City would help the proponent to secure additional funds from other funding agencies and private donors.</p> <p>Amount Requested from CGS: \$150,000</p> <p>Potential Next Steps: Should Council wish to prioritize this project, the following steps are recommended:</p> <ol style="list-style-type: none"> 1. Direct staff to return to Council as soon as possible with a report recommending approval of the funding requested by the proponent of \$150,000 (\$50,000/yr. for three years), conditional upon securing the matching funds necessary to proceed with the project. <ol style="list-style-type: none"> a. Given the uncertainty of the proponent's capital fundraising efforts in the current economic climate, Council may also direct that staff prepare an option for enhanced funding of this project in order to increase its potential for success.
11	Downtown Mixed Use Structure	<p>The Downtown Village Development Corporation (DVDC) has proposed a concept for a mixed use development pilot project in downtown Sudbury. They are seeking changes to the existing Community Improvement Plan (CIP) in order to better entice the development of a mixed use structure including the allocation of funding to grant/loan mechanisms. The existing CIP is currently being reviewed by the Planning Department and a revised plan is expected to be reviewed and approved by Council in the fall.</p> <p>Amount Requested from CGS: Providing incentives to encourage development in the downtown core of Greater Sudbury</p> <p>Potential Next Steps: Should Council wish to prioritize this project, the following steps are recommended:</p> <ol style="list-style-type: none"> 1. Direct staff to encourage the project proponent to make application to the current CIP to determine eligibility and potential support. 2. Direct staff to consider transition provisions in any revised or new Downtown Community Improvement Program (CIP) to ensure eligibility for applications

		<p>submitted after April 1, 2016.</p> <ol style="list-style-type: none"> 3. Review and consider the recommendations resulting from the ongoing Planning Department review of the Downtown Community Incentive Program (CIP), with a view to strategically encouraging development in the downtown. 4. Consider additional investment to support the revised CIP and direct staff to explore opportunities to leverage such an investment with other agencies.
12	Place des arts	<p>Place des arts is a multi-use arts and cultural space proposed for the downtown. The group behind this initiative, les ROCS, has made significant progress in its planning to date. Through consultations with its seven member organizations, the broader arts community, and educational institutions, ROCS has developed a plan to realize an opening of the centre by 2020. The feasibility study analyzed governance, costs, revenues and community need in order to assess whether the project would be feasible for Sudbury. The study showed positive results, which are contingent on Council's support towards the \$29M capital costs. The amount requested from the City is \$5M in addition to the land and an annual ongoing operating subsidy of \$200K.</p> <p>Amount Requested from CGS: \$5M cash + land + ongoing operating support</p> <p>Potential Next Steps: Should Council wish to prioritize this project, the following steps are recommended:</p> <ol style="list-style-type: none"> 1. Convey Council's conceptual support of Place des arts to the GSDC Board to meet the condition outlined in the Board's resolution of February 10, 2016. 2. Direct staff to return to Council and/or appropriate Council Committees as soon as possible with a comprehensive plan to support the Place des arts project. This plan should address the following elements: <ol style="list-style-type: none"> a. Transfer of land or other long term options to provide municipal property for the project, including the property tax implications of any options put forward and steps to mitigate for the loss of municipal parking spaces. b. Confirmation that outstanding design challenges can be addressed c. Capital funding totaling \$5 million to be provided starting in 2017 and completed by 2020 d. Recommendations for ongoing operational funding for the Place des arts facility including a framework for a future funding agreement and governance relationship, a review of best practices in other municipalities and an impact assessment on existing facilities.
13	Eat Local Sudbury (ELS) – Seed to Plate Commons	<p>Eat Local Sudbury is proposing a new building, called Seed to Plate Commons, to be located on property next to the CP Station on Elgin Street in downtown Sudbury. They are also proposing to operate The Market, on behalf of the City, for the next five years. The new 7,000 sq ft facility would expand their retail operations, house both indoor and outdoor market operations, manage a community rooftop greenhouse, and include a teaching kitchen, meetings rooms and offices. The project is estimated to cost \$4.452M and ELS is requesting \$1.024M for capital, \$250,000 for market operations, and a long term lease of the</p>

		<p>land at a nominal rate. This project requires Council's support/commitment on the location in order for future project planning and analysis to be completed.</p> <p>Amount Requested from CGS: \$1,024,075 one time grant, long term lease of land at a nominal rate and \$50,000 for 5 yrs to operate The Market</p> <p>Potential Next Steps: Should Council wish to prioritize this project, the following steps are recommended:</p> <ol style="list-style-type: none"> 1. Confirm the final design of the Eglin Greenway project. 2. Should the Greenway design be confirmed as currently envisioned, direct staff to work with Eat Local Sudbury to explore opportunities for an alternate location, including the potential use of the CP station building. 3. Request that the GSDC Board give full consideration to an Eat Local request for support to complete a functional program, engineering, detailed design and capital cost estimates for the project once a preferred location has been identified. 4. Based on the results of the previous steps, consider a budget option as part of the 2017 budget process in support of the capital request for the project.
14	<p>South Regent Sports & Entertainment Complex</p>	<p>A private-sector consortium is proposing to build a \$74M, 6,500+ seat, multi-use sports & entertainment facility in the City's South End in the Algonquin / Regent St. area. While a precise contribution from the municipality was not described in the application, the proponent is proposing that the City contribute to the capital and operational components. Similar to the other sports & entertainment proposal, an RFP process would be required to properly evaluate proposals in an open and transparent manner. Significant internal and external resources would be required to undertake a procurement process of this magnitude to ensure the municipality's, and the community's, best interests are taken into account.</p> <p>Amount Requested from CGS: Some contribution towards the capital component and \$1.5M every year as an annual user fee</p> <p>Potential Next Steps: Should Council wish to prioritize this project, the following steps are recommended:</p> <ol style="list-style-type: none"> 1. Direct staff to create a project working group comprised of senior staff from appropriate corporate divisions including CAO, Planning, Leisure Services, Purchasing, and Legal to oversee the development of this process. 2. Direct staff to proceed with engaging the services of a consultant on a staged scope of work (which may include a market analysis and pro forma), to assist Council and Senior staff to determine criteria for a new sports & entertainment complex (size, type, amenities, etc.), to review and decide on potential funding models and partnership structures, and ultimately to assist with the development of a Terms of Reference for and evaluation of an RFP for a competitive bidding process for this project. 3. Direct staff to identify a funding source for an allocation of up to \$275,000 to fund this initial phase.

15	Synergy Centre	<p>The Greater Sudbury Synergy Centre is a proposed multi-purpose convention and performing arts centre that will use transformation technology to provide performance, classroom and gallery / exhibit spaces of many sizes and configurations for both commercial and community uses. The proponent is requesting funds in the amount of \$300,000 from the City as part of a \$950,000 pre-construction phase to undertake a number of analyses (site alternatives, cost estimates, final concept design, project governance, stakeholder consultations, etc.) Staff are working with the proponent through the GSDC's funding process, in coordination with other funding agencies to align eligibility requirements and refine costs.</p> <p>Amount Requested from CGS: \$300,000</p> <p>Potential Next Steps: Should Council wish to prioritize this project, the following steps are recommended:</p> <ol style="list-style-type: none"> 1. Direct staff to work with the proponent and potential funding partners to refine the proposed scope of work and estimated costs to enhance the potential for a successful application. 2. Request that the GSDC Board give full consideration to a revised proposal.
16	Autumnwood Mature Lifestyle Communities	<p>Uptown Cultural Commons is a combination of five project sites, which unites senior living developments with various spaces for use by arts and culture business/activities. The project sites are spread over three adjoining properties which the owner/developer (Autumnwood Mature Lifestyle Communities) has expressed an openness to build a pedestrian-friendly arts and cultural district. The overall proposal would be phased in over five years, has an approximate cost of \$54.9M and is requesting \$1M in concessions. Each project site could be eligible to apply for incentives under the existing Community Improvement Plan (CIP) or may benefit from the results of the review of the CIP being completed by the Planning Department that is expected finalized this fall.</p> <p>Amount Requested from CGS: \$1M</p> <p>Potential Next Steps: Should Council wish to prioritize this project, the following steps are recommended:</p> <ol style="list-style-type: none"> 1. Direct staff to encourage the project proponent to make application to the current CIP to determine eligibility and potential support. 2. Direct staff to consider transition provisions in any revised or new Downtown Community Improvement Program (CIP) to ensure eligibility for applications submitted after April 1, 2016. 3. Review and consider the recommendations resulting from the ongoing Planning Department review of the Downtown Community Incentive Program (CIP), with a view to strategically encouraging development in the downtown. 4. Consider additional investment to support the revised CIP and direct staff to explore opportunities to leverage such an investment with other agencies

PROJECT 1 - NEW GALLERY FACILITY

Proponent: Art Gallery of Sudbury (AGS)

PROJECT SUMMARY

As proposed by the Art Gallery of Sudbury (AGS), a new gallery facility “is envisioned to include an iconic major public interface, completely accessible, major new gallery spaces, a dedicated art education centre including functional art programs and studio spaces, a dedicated art library and resource centre, high-quality art museum storage spaces (Category “A” designation), a compelling street presence, and a purpose-built facility to reflect the environmental and operating standards of the 21st century.”

Other proposed features of a new gallery include space for public events, a gift shop, café, and interactive sculpture park. The gallery would also include two exhibition rooms dedicated to the work and legacy of Franklin Carmichael. In all, a net footprint estimated at just over 34,000 square feet would be required, with 13,000 square feet for dedicated collections and exhibitions galleries.

The Art Gallery’s request to the City includes a one-time contribution of \$9-\$10 million plus an annual grant of \$200,000, which was previously approved by Council and is included in the City’s budget starting in 2016.

ECONOMIC BENEFITS

- **Permanent direct jobs created:** Approximately 7 to 9 FTEs maintained
- **Temporary jobs created:** Construction phase of new or renovated building would create temporary jobs

DETAILS OF REQUEST

- **Total Project Cost:** \$21M-\$27M
- **Amount Requested from CGS:** \$9-\$10M + \$200k/year grant funding
- **Timing of Funding:** *Not expressly detailed*
- **Type of Assistance Requested:** *cash + ongoing grant*

BACKGROUND

The Art Gallery of Sudbury is a not-for-profit organization that runs year round programming on and off-site. The AGS also covers expenses required to keep the facility, housed in the Bell Mansion, up to a “Class A” standard in order to safeguard for the community an art collection of thousands of pieces of local and international significance for the community.

The Bell Mansion and its property are owned and maintained by Laurentian University. While the building is recognized as an important heritage landmark, issues with the physical structure along with HVAC and accessibility challenges make it unsuitable to continue to use as an art gallery in its current state. Lack of space for workshops, a limited retail venue and challenges in event hosting have curtailed the Gallery’s efforts to increase revenue streams to address operational expenses in a sustainable way.

The AGS has been a recipient of various grants and contributions from both the City’s arts & culture grant fund and the Greater Sudbury Development Corporation (GSDC) Economic Development Project Fund for many years.

On February 19, 2015 Council made the decision to provide permanent annual funding to the Art Gallery of Sudbury in the amount of \$200,000 as a direct contribution. This funding commenced in 2016 and, as a condition of receipt, the AGS is required to submit an annual report on past and projected activities, as well as financial information.

FEASIBILITY

The Art Gallery of Sudbury is an important institution for the Greater Sudbury community. A new art gallery would maintain an important asset for the city that strengthens the cultural fabric of the community, enhances tourism, adds to quality of life and assists with the attraction and retention of talented workers and their families.

With limited municipal dollars available and multiple projects coming forward at various stages of development, the Art Gallery has been encouraged to consider pairing with other projects to maximize access to resources. To address this, staff have coordinated discussions between the AGS and the Library as these two projects are seen to have particularly good alignment in terms of mandates, missions and goals, which is noted as a crucial priority if any partnerships are to be sustainable. As a result of this meeting, a working group has been formed with representation from AGS board and staff representatives as well as the Library. This group, together with staff, will be exploring a collaborative approach to a combined project.

CURRENT STATUS AND READINESS

To date, the Art Gallery of Sudbury has completed Phase I of this initiative, including conceptual design, site assessment and economic impact analysis, and has begun to lay the groundwork for a major capital fundraising campaign. With the support of the CGS Planning Department, the Art Gallery of Sudbury has also completed a site selection and concept design process and is working to establish a fund-raising strategy.

The timelines associated with this project are longer-term, with a new gallery opening envisioned in 2020 or later. However, ongoing issues with the Bell Mansion have placed more urgency on the need for a more suitable solution for collections storage; current collections are said to be in jeopardy in terms of potential for damage in the current location.

If a storage solution can be found in the short term, the AGS otherwise requires a longer-term approach both to explore the development of partnerships with other projects and to ensure their own governance and operational/business models are strengthened.

RELATIONSHIP TO OTHER PROJECTS

Art Gallery representatives confirmed that they have been meeting with other Large Project proponents including Place des Arts and ArtsJunction, as well as the Sudbury Indie Cinema project, to explore possible collaborations.

In terms of potential collaboration, staff have held initial discussions with staff and board representatives from both the Art Gallery of Sudbury and the Main Library in order to explore links between these two Large Projects. Board representatives and staff from both the AGS and the Library met together with CGS staff on March 24th to confirm the interest of both parties in pursuing a collaborative approach. At that meeting, the group discussed terms of engagement, key points and project milestones, benefits of collaboration and potential support from the City to assist with moving forward. The discussion was well-received by all involved.

Staff feel that the discussion that has been initiated between the library and the AGS should continue, including collaborative approaches to capital financing. Based on this discussion and potential models to be developed, funding options could be further fleshed out for council's consideration.

FIT WITH PLANS

Relevance and relationship to Greater Together: Corporate Strategic Plan 2015-2018

- **Growth and economic development**
 - Art Gallery is part of the “vibrancy” that a community requires in order to attract investment and talent
- **Responsive, fiscally prudent open governance**
 - AGS has been encouraged to explore linkages with other large projects in order to maximize available resources

- Quality of life and place
 - New facility would contribute to sense of community pride and raise profile of the city for external audiences
 - Art Gallery is identified explicitly in the Downtown Master Plan
- Sustainable infrastructure
 - New gallery facilities may be more sustainable in relation to the ongoing physical and maintenance challenges currently faced by the Bell Mansion facility
 - A new facility would also provide greater return on the City's ongoing grant investment by enabling the Art Gallery to generate more revenue (e.g. through event space rentals, retail sales, providing workshops and classes and increasing admissions to new exhibits)

Relevance and relationship to From the Ground Up Economic Development Strategic Plan

- "A robust entrepreneurship ecosystem"
 - Retail space within Gallery provides outlet for local artisans to sell handmade works
- "Nationally recognized centre of artistic excellence, vibrancy and creativity"
 - A new facility would contribute to Greater Sudbury's profile; alignment with Franklin Carmichael and Group of Seven would also contribute, as would improved exhibit space for First Nations artwork (e.g. region has strong ties to Daphne Odjig and Woodlands style of visual)
 - Facility provides space for display and creation of local/northern art
- "One of Ontario's top tourism destinations"
 - New gallery would generate visitor traffic for city and provide more reasons to visit, helping to increase length of stay and visitor spend
 - Event space could have potential uses to attract and host meeting/convention and other events
- "One of the most integrated education and innovation ecosystems in Ontario"
 - Facility use by school boards and post-secondary institutions to support education partners
 - Delivery of programming for children (such as after-school and summer camps), curriculum-based educational programs in both French and English, and public program such as music, films, and lectures

Relevance and relationship to Downtown Master Plan

- The Franklin Carmichael Art Gallery of Sudbury was identified as one of 17 key projects approved by Council in August 2012 in the implementation of the Downtown Master Plan
- The project could also help bolster economic and cultural growth of the community by growing employment in the downtown, create destination attractions and making the downtown a centre for learning and living, thereby helping to create the market for retail, restaurant, recreation and other related activities, including residential investments

Relevance and relationship to Greater Sudbury Cultural Plan

- The Greater Sudbury Cultural Plan encompasses four pillars: Creative Identity, Creative People, Creative Places and Creative Economy. The Art Gallery of Sudbury addresses many objectives and various facets of the Cultural Plan, and a new facility would help to advance numerous goals as it would provide a venue for cultural activities, a resource for cultural learning, a platform for cultural identity and as an employer and a showcase of creative people

STAFF ANALYSIS

Funding shortfalls and financial challenges have kept the AGS on a subsistence or "hand to mouth" basis operationally, eroding their ability to maintain staff and to develop longer-term strategies; however, the direct annual grant of \$200,000 per year from the City to the Art Gallery provides some stability for the organization and should enable them to address these challenges. Economic Development staff are also in close contact with the AGS and have encouraged the organization to make use of resources available for business planning, marketing & communications, and project

management in order to encourage the Art Gallery to improve their resiliency and develop concrete strategies for sustainability.

The AGS has recently reduced their debts successfully, but their reporting nevertheless indicates that they face significant challenges in maintaining a steady cash flow, due in part to the physical limitations of their current site.

However, a stand-alone, purpose-built approach for a new gallery facility will also face significant fundraising challenges:

- The AGS has commissioned two separate fundraising studies that have indicated the gallery would have the potential to raise a maximum of \$3M to \$5M locally.
- Potential federal and provincial contributions have been estimated at between \$5.15M and \$8.3M
- With a estimated capital cost of \$25M to \$27M, the AGS faces a significant funding gap of nearly \$20 million to achieve their project costs

The Art Gallery is working to continue discussions with the community and has started to develop their official capital campaign.

The Art Gallery has indicated a target date of May 2020 for a new Art Gallery. Given that so much of the project is still in development, dedicated project management resources would enable the Art Gallery to continue their discussions with community stakeholders – including the Library board and partners – and would assist them with preparations for capital campaign and related components as laid out within their five-year timeframe.

Consideration will need to be given to the future of the Bell Mansion. A goal of long-term, sustainable solutions in safeguarding this historical community landmark should be established.

TRANSFORMATIONAL VALUE

A new Art Gallery could provide a marquee attraction in or near the downtown core, could raise the profile of Greater Sudbury as a vibrant arts and culture hub of the north, and could also create a unique venue for events.

POTENTIAL NEXT STEPS

Should Council wish to prioritize this project, the following steps are recommended:

1. Direct staff to continue working with board and staff leadership and appropriate representatives from both the Art Gallery of Sudbury and CGS Libraries to support the Working Group in its ongoing exploration of a collaborative approach.
2. Provide a financial contribution of \$100,000 per year for each of 2016 and 2017 to support the hiring of a Project Manager on a consultancy basis, reporting through the Working Group. This position would provide a third-party approach for review of both projects to assess similarities and address gaps between the two project proposals, and would also provide a close liaison with CGS staff to support and facilitate the process. The Project Manager would also coordinate additional consultation/expertise and resources, as required, to develop a strategy for pursuing a combined Art Gallery/Library initiative, including capital funding. The result would be a comprehensive project proposal for Council's consideration.

PROJECT 2 - ARTS JUNCTION

Proponent: Sudbury Arts Council

PROJECT SUMMARY

ArtsJunction is an affordable housing initiative for creative workers to be located in Greater Sudbury's downtown core. It would provide up to 55 residential units specifically targeting professional creative workers, of which 30 would be designated at affordable rates set by the Canadian Mortgage & Housing Corporation (CMHC) and the remainder would be at market rates. The space would also house working space for its residents, including shared studio, exhibition, rehearsal, storage, and administrative spaces, as well as social space for a bistro café on the ground level. There are several potential locations surveyed by the proponent to date; all options would utilize an existing building and would involve varying degrees of renovation work.

Along with other proponents, ArtsJunction submitted a "Collaborative Report of the Arts/Culture Related Build Projects", in which ArtsJunction's key goals are:

- To repurpose a historic building downtown;
- To create affordable residential units;
- To create complementary facilities with shared spaces and a collective resource centre to support administration of emerging arts groups;
- To revitalize the downtown core, diversifying the local economy and attracting creative workers to move to Sudbury

Facilities with these and other similar goals are successfully run in other cities, for example Artscape Wychwood Barns in Toronto, Performing Arts Lodges in Vancouver and Winnipeg.

ECONOMIC BENEFITS

- **Permanent direct jobs created:** The proposal does not specify the numbers of jobs created, but if all 55 units are occupied by creative workers their jobs would be indirectly supported through the availability of shared work spaces and affordable housing for some. Depending on the governance structure, it is likely that a full-time property manager would be required to oversee the 55 residential units as well as the use of common spaces, with annual contract work on an as required basis.
- **Temporary jobs created:** There would also be several temporary jobs created through the renovation/construction work.

In Canada there are 671,100 people in cultural occupations, comprising 3.82% of the overall labour force. Of these, cultural workers have average individual incomes of 12% less than the overall labour force average of \$48,100. This report found that artists tend to reside in larger cities where they are able to earn higher incomes. Source: Hills Strategies report Artists and Cultural Workers in Canadian Municipalities, based on 2011 National Household Survey. According to this report Greater Sudbury would be categorized as a small to mid-sized community. As such it could be challenging for Sudbury to attract a large volume of cultural or creative workers without supports in place.

DETAILS OF REQUEST

- **Total Project Cost:** \$10M
- **Amount Requested from CGS:** \$1.5M
- **Timing of Funding:** Spring 2016
- **Type of Assistance Requested:** cash + tax abatement

BACKGROUND

The ArtsJunction project is lead by a subcommittee of the Sudbury Arts Council. The Sudbury Arts Council is a not-for-profit organization run by a volunteer board of directors, with the mandate of communicating, connecting and

celebrating the arts in Greater Sudbury. The Sudbury Arts Council has expressed interest in growing ArtsJunction to a point where it would become its own incorporated identity. Legal status has not been confirmed, and at the time of this report it remains an initiative of the Sudbury Arts Council.

ArtsJunction aims to be a “self-sustaining mixed-use complex providing a work/live facility for professional musicians, designers, dancers, actors, painters, innovators and others in the creative workforce”. In addition to residential units, functional areas would also include: studio work space; exhibition and rehearsal space; common resource centre and administration space; common recreation and social areas; storage etc. Drawings are not yet developed for a specific site, so detailed costs cannot be projected at this point. The entire concept is essentially geared to the needs of the creative worker and encourages public interaction with their works in common spaces used by all residents as well as other artists for performances, exhibits and social areas.

FEASIBILITY

In 2014 ArtsJunction developed its concept and business case around a specific location, the former Wembley Public School, which would have offered 32 residential units. ArtsJunction has been working with the support of the CMHC to advance plans. In 2015 Arts Junction was made aware that the Rainbow District School Board would not be declaring the school surplus. Arts Junction has since explored other options where it could repurpose an existing building to house residential units and common working spaces in the downtown area. It has currently entered into negotiations with a property owner and a private developer. The name and address of this location are not being publicly released at this time. A business plan independent of the Wembley Public School option has not been developed, so it is difficult to perform an analysis of the project’s overall feasibility at this time.

CURRENT STATUS AND READINESS

ArtsJunction has demonstrated the dedication of a volunteer subcommittee to move this project forward, seeking expertise from private developers and the support of the CMHC. At this time the group does not have detailed plans on how it will raise the full \$10M project cost, though there are plans to fund a portion through a mortgage. ArtsJunction has expressed its preference for a site in the downtown core, though at present the details are not being released publicly. It should be noted that this is not the first site that ArtsJunction has explored, and the previous work it had done on a business plan is no longer relevant because it was strongly contingent on the Wembley Public School, which is not available for this purpose. Detailed governance, financial and operating plans are recommended in order for a budget to be validated.

RELATIONSHIP TO OTHER PROJECTS

ArtsJunction has looked into housing the project in the former St. Louis de Gonzague School on Mackenzie Street. This would have allowed it to be in close proximity to other arts and culture developments, such as the Downtown Indie Cinema and Autumnwood – projects that have also presented to Council in November 2015. However, this option was not further explored by ArtsJunction because it was felt that the space would not have been able to accommodate the number of units they wanted (currently projected to total 55). Further discussions among arts organizations are underway, but ArtsJunction seems interested in pursuing a site that would be independent at this time.

FIT WITH PLANS

Relevance and relationship to Greater Together: Corporate Strategic Plan 2015-2018

- Growth and economic development
 - ArtsJunction, if located in the downtown, would increase densification of residential living.
 - Pending site selection and programming in the common areas, ArtsJunction would attract people to the downtown, creating an overall more vibrant downtown experience.
- Responsive, fiscally prudent open government
 - ArtsJunction plans to work with likeminded organizations to maximize available resources.
 - Sound business planning would help ensure that public support is being invested according to sustainability of the ArtsJunction operations.

- Quality of life and place
 - ArtsJunction plans to create common spaces for the public to interact with the residents' and artists' works.
 - This type of facility would support those working in the creative sector, which could retain youth and professionals.
- Sustainable infrastructure
 - ArtsJunction plans to repurpose an existing building located in the downtown.

Relevance and relationship to Greater Sudbury Cultural Plan

- Creative People
 - ArtsJunction has the capacity to retain talent within the creative industries, creating an environment that supports these cultural workers.
 - Common areas and resources within ArtsJunction could enable residents and artists to access business planning services to further their careers.
- Creative Places
 - As a residential complex with shared facility areas, ArtsJunction could maximize synergies and incubate creative initiatives among users.
 - Venues within ArtsJunction could allow for affordable and accessible professional cultural spaces.

Relevance and relationship to From the Ground Up Economic Development Strategic Plan

- "A robust entrepreneurship ecosystem"
 - Developing business incubation spaces could encourage new business startups and increase their success rate, and foster an environment for job creation.
- "Nationally recognized centre of artistic excellence, vibrancy and creativity"
 - ArtsJunction has the potential to create an environment that supports cultural workers, making Sudbury a place where these people want to live and pursue their work.
- "A quality of place and lifestyle that is second to none"
 - This project would contribute towards downtown revitalization with innovative multi-residential and mixed-use development in the downtown core.

Relevance and relationship to Downtown Master Plan

- Although ArtsJunction is not explicitly named in the Downtown Master Plan, the plan does reference increasing densification of residential living making it a centre for living.
- Along with this, ArtsJunction has the potential to grow employment in the downtown and create destination attractions. Through exhibition spaces, there would be potential to reflect the Sudbury story and create smaller moments of beauty and surprise.

STAFF ANALYSIS

The Sudbury Arts Council ArtsJunction Subcommittee has entered into discussions with a private developer with the purpose of formalizing arrangements. The developer would be the construction manager and source qualified contractors, as well as a key partner in securing a mortgage of \$4M (40% of the funding requirements) and in developing the ArtsJunction business plan. Staff asked ArtsJunction for clarification on the ownership structure between the private and not-for-profit entities. The response was that developer would not have to compete for providing construction services but they would have to respond to a budget request for building improvements. The developer would have a vested interest, but not as building owner.

In considering a municipal investment in the ArtsJunction project, Council may wish to consider the following points:

- Investment in ArtsJunction demonstrates a solid commitment towards downtown revitalization.
- The project could have a steady revenue stream from the rental units that means less/no reliance on public funding for ongoing operations.
- The facility is intended to be used as a multipurpose space for its residents (e.g.: shared administration and office spaces, bistro, exhibition space, and gallery).
- It provides support for a sector of the community that generally has incomes below the national average, yet provides many social benefits to the city.
- There is a solid potential for sharing of lessons learned as part of development of governance and market development strategies.
- It encourages collaboration among groups and supports crucial development of key players in Greater Sudbury's arts and culture sector.
- There is no business plan in place at this time that can clearly outline the funding model or governance structure.
- The indirect spin-off economic outcomes for the downtown are difficult to measure for this project.
- From the materials submitted by ArtsJunction, it seems that funding from other sources cannot be committed or approached until the funding model and building specifications are further explored.
- It increases demand for parking on a finite number of spaces.
- The project does not qualify for municipal housing support's upcoming RFP because it does not meet the minimum number of units or have the flexibility in its selection of tenants.
- Currently there are tenants in the building that would eventually be displaced in order to offer the space to creative workers.

Economic Development staff have had preliminary consultations with staff from Building Services, Parking, Planning and Housing. Once the proponent selects a preferred site, staff recommends the following considerations be taken into account:

- Review building and property plans to complete a comprehensive assessment of the renovation work that would be required. In the case of mixed use buildings there would need to be special consideration under the Building Code, including accessibility standards, soils and brownfields inspection in accordance with the Environmental Protection Act and a designated substance survey to determine the presence of asbestos.
- Confirm whether any alterations to the exterior of the building would require consultation with the Heritage Advisory Panel.
- Confirm the zoning to determine whether the building is already zoned appropriately for the project.
- Determine parking requirements.

This project would not qualify for affordable housing support through the City for several reasons:

- With municipal affordable housing residents are prioritized based on priority status (i.e.: victims of domestic abuse and those residing in shelters, jails or hospitals) as well as their order on the wait list. Despite having nearly 5,000 affordable housing units in Greater Sudbury, there are currently approximately 1,200 people who have been income tested and remain on the wait list. ArtsJunction would assume the current tenants, and then gradually phase them out as leases expire and offer vacant units to working artists.
- CGS Housing Services plans to issue an RFP in the fourth quarter of 2016 to seek proposals for buildings that would have a minimum of 40 residential units offered at affordable rates. "Affordable housing" is expected to cost 20-30% lower than market rates, with market rates determined by the CMHC. ArtsJunction anticipates housing a total of 55 residential units with only 30 of them affordable and the remaining 25 priced at market rates.

- The process of retenanting could be perceived negatively in the community if some of the tenants currently resident in the building are reluctant to be move in favour of creative workers.

TRANSFORMATIONAL VALUE

Artists contribute to urban renewal and revitalization yet they often do not have municipal supports in return for this contribution. Establishing a hub for creative professionals can contribute to the quality of life in the community and encourage economic development for this sector with spin-off benefits for the downtown as a whole.

POTENTIAL NEXT STEPS

Should Council wish to prioritize this project, the following steps are recommended:

1. Request that the GSDC Board give full consideration to the Sudbury Arts Council request for support to complete a feasibility study for the ArtsJunction project, while maintaining its full discretionary powers and commitment to due diligence.
2. Direct staff to report the results of any feasibility study back to Council, along with details of any municipal implications and recommendations for financing.

PROJECT 3 - CAPREOL ASSISTED LIVING COMPLEX

Proponent: Tullio Ricci, Capreol Long Term & Supportive Housing (ON 0001806490)

PROJECT SUMMARY

The Capreol Long Term & Supportive Housing Board of Directors, through Tullio Ricci, are requesting the City support the construction of a 44 unit of supportive housing complex on Coulson Street in Capreol, approximately 40 km from Downtown Sudbury.

The Capreol Assisted Living Complex project represents the third stage of a senior housing development strategy the Board has been working on for decades. The proposed new development builds a third building on the property that will contain 44 units, which will house 86-90 seniors, and currently the Board reports to have a waiting list of 200+.

The proponent sees their housing projects as the necessary pieces to creating a physical hub for seniors health services in the city's northeast, to allow seniors to be able to remain in their homes longer and reduce the chance of prematurely transferring seniors to hospitals and long-term care facilities. This new development plans to have a dedicated service provider space that various practitioners (such as chiropractors, physiotherapists, chiropodists, etc.) could utilize. The increased activity would increase access to services for all three housing developments on the property.

ECONOMIC BENEFITS

- **Permanent direct jobs created:** 10 direct F/T jobs and approx. 26 contracted jobs
Landlord jobs - 10 jobs will be created by the Landlord including Administration, Clerical, maintenance/ground and janitorial/housekeeping staff.
- **Contract jobs:** 26 jobs will be created through designated assisted living service providers who would provide staff in order to develop and provide individualized plans of care of identified residents requiring assisted living services (Ministry of Health and Long-Term Care, NE LHIIN, CCAC and Red Cross). Additional jobs will also be created through the contracting of the Commercial Kitchen who will require staff to provide meals to residents as well as to individuals in the community (as the complex is intended to be the centre of the community for individuals as well as providing meals to those who are unable to leave their homes but require assistance).

Additional positions are also anticipated as the complex will provide dedicated health provider room for external providers such as physiotherapists, chiropodists and health promotion specialists. In addition space will be made for a hair dresser/esthetician.

- **Temporary jobs created:** Construction phase of new or renovated building would create temporary jobs

DETAILS OF REQUEST

- **Total Project Cost:** \$11.46M
- **Amount Requested from CGS:** \$6M
- **Timing of Funding:** As soon as possible
- **Type of Assistance Requested:** Grant

BACKGROUND

The mission of the Capreol Long Term & Supportive Housing Board is to create safe, affordable, and available housing where seniors can continue to live their lives in the community that they helped build; close to family, friends, neighbours and the organizations they belong to.

The board has successfully completed two previous housing developments on Coulson Street in Capreol. They own the land (12.4 acres) and it is zoned appropriately at R3 (28), allowing for retirement or long term care facility with up to 220 units.

The first project they developed was in 1990 under a provincial housing program. It consisted of twenty (20) geared to income units and cost approximately \$1.9 million to build. They receive annual operating subsidies through the provincial affordable housing program. The project did not receive any municipal dollars at that time and it is only due to the download of housing programs from the province to the municipality in early 2000, that the City now provides its annual operations subsidy.

Another facility, containing twenty (20) affordable housing units, was developed under the Canada-Ontario Affordable Housing Program. Capital funding was provided under the program in the form of an interest free forgivable loan. The funding came from the Province to the City. The City was responsible for flowing the program funds to the approved projects. The project received a program capital loan of \$1,375,000. The total capital cost for the project was approximately \$3.375 million.

City of Greater Sudbury Housing Services has participated in various Canada-Ontario Affordable Housing Programs (AHP) since 2007. The City has seen five new affordable housing projects in the City receive \$25.3 million, which resulted in 280 new affordable housing units built (Downtown, Minnow Lake, Lively, Copper Street and Capreol (phase 2)).

In February 28, 2012, Council passed a resolution that stating “that, subject to staff review, the Capreol Supportive Housing Project be considered a top priority of the Council of the City of Greater Sudbury with respect to any new affordable housing capital allocation for the City of Greater Sudbury;...”

In August 2014, the Investment in Affordable Housing for Ontario Program Extension (IAH-E) was announced and Sudbury is positioned to administer approximately \$7 million. The funds are to be allocated specifically toward rental assistances funding (\$894,885), low income homeowner renovation funding (\$600,000), and the development of a new 40 (minimum) unit affordable housing project (\$6,000,000).

City of Greater Sudbury Housing Services plans to release an RFP within the year for developers to respond with eligible new affordable housing projects. The proposals will be evaluated and presented to council for decision in Spring 2017.

FEASIBILITY

If the Capreol Long Term & Supportive Housing Board is able to gain approval from all public and private funding sources, this project would move forward.

CURRENT STATUS AND READINESS

The project cannot progress without confirming funding, both public and private. Once funding is confirmed, the detailed designed will be completed, a Site Plan Control Application will be required, along with required Building Permits. A minimum of 6 weeks is required to complete.

- TD Commercial Banking has provided Capreol Long-Term & supportive Housing a discussion paper outlining their potential terms to mortgage the facility
- NOHFC had a file on the project but it has now expired. A new application is required to make a decision on the organization's \$1M request

RELATIONSHIP TO OTHER PROJECTS

NA

FIT WITH PLANS

Relevance and relationship to Greater Together: Corporate Strategic Plan 2015-2018

- **Growth and economic development**
 - The development of a new seniors housing facility will aid in the creation of new jobs for the facility directly as well as the creation and retention of jobs for the various service providers.
- **Responsive, fiscally prudent open governance**
 - The responsibility to evaluate and recommend projects to the provincial government requires staff to approach these projects through a formal RFP process. Council can support the project, but is best suited to evaluating it on a level playing field.
- **Quality of life and place**
 - Supports a housing development that help fill the gap in affordable for seniors

Relevance and relationship to From the Ground Up Economic Development Strategic Plan

- “A quality of place & lifestyle that is second to none”
 - Throughout the consultation for *From the Ground Up*, various citizens commented on the need to have a stock of housing options, not only in a general sense, but one that will meet the needs of students and seniors.

Relevance and relationship to the City’s Official Plan

- Seniors’ and affordable housing is directly reflected in the City’s Official plan, as it relates to: The need to promote policies that support the growing needs of the elderly, including apartment, assisted-living complexes and nursing homes (16.2.4 (3)); The need for Diversity in Housing Type and Form that encourages a greater mix of housing types in meet the needs of senior citizens, etc. (18.2.19 (c)); and The need to consider the Economic Development Strategic Plan and its mission to create an environment for citizens that creates a satisfying quality of life through a range of housing types available to multiple demographics, including seniors (18.2.2 (b)).

Relevance and relationship to the CGS Housing and Homelessness Background Study (Dec 2013)

- The City’s Housing Study outlines the need to improve housing options across the housing spectrum, but does specifically address the limited diversity in available housing options, affordability (access to financial assistance), and the gap in supply of supportive housing for seniors. The report also references the Northeastern LHIN’s Seniors Housing Options study (2008) and how the identified gap in the supply of supportive housing for seniors ranges from 700 units to almost 1,300 units and that by 2031 demand could be as high as 1,800 units.

STAFF ANALYSIS

Since the 1980s, the Capreol Long Term Care and Supportive Housing Board has successfully built and managed two other housing projects in Capreol. These projects are both reported to be operating in the black.

The Capreol Non-Profit Housing Corporation has successfully acquired government funding previously.

- Capreol Non-Profit Housing Corp – cost \$1.9 million in 1989
 - 20 units- currently housing 27 occupants with a waiting list* of 21 people
 - Capreol Non-Profit Housing Corp Phase 2 – cost \$3.375 million in 2009
 - 20 units- currently housing 26 occupants with a waiting list* of 35 people
- * Waiting list are reported to take 3.5 – 5 years

The Board has maintained very close relationships with industry and government leaders as well as relevant service providers (eg. LHIN, CCAC, etc.). A letter of support was provided from MPP France Gélinas (January 2015). A copy of a letter to Premier Wynne from February 2015 was provided outlining their request for the Province to provide the City

with funding for both upgrading existing facilities (approx. \$7 million) as well as their construction project with an additional (\$5 million of a \$10 million budget).

The Board has fundraised \$40,000 in donations and \$20,000 from CMHC toward this project at this time. These funds were used for the engineering survey, re-zoning, environmental assessments, architectural designs etc. The projections for the current project show a net income of approximately \$200,000 in the first year.

Although this housing development would provide much needed supply of supportive housing units in the City, its location can be viewed as both a positive and negative. It is positive in that there is already housing units that will benefit from the added infrastructure and will allow seniors in that area of town to stay closer to their immediate home community as possible. Although the idea a hub of services adds value, there may be a question of whether this location is too remote for easy access to public transportation and other services, including Health Sciences North. No doubt this is one of the factors that will be addressed through the RFP evaluation.

TRANSFORMATIONAL VALUE

This project helps to fill a significant gap in housing options for seniors and will generate additional property taxes.

POTENTIAL NEXT STEPS

Should Council wish to prioritize this project, the following steps are recommended:

1. Direct staff to communicate with the proponent regarding the upcoming RFP for new affordable housing developments at the end of 2016.
2. If a complete application is received in response to the RFP, Council can give due consideration as it reviews the staff report, expected in Spring 2017.

PROJECT 4 - CEDAR STREET PARKING STRUCTURE

Proponent: Dalron Leasing Limited, John Arnold, Commercial Property Manager

PROJECT SUMMARY

The Cedar Street parking garage was closed in January 2014 amid concerns about the safety of the structure. This resulted in the loss of 122 parking spaces. Dalron is interested in renovating the structure in order to reopen it, providing parking and retail space for tenant employees and/or clients. The structure would also be available for use outside of regular business hours (i.e. Monday – Friday, 8 am – 5 pm) for citizens who are attending events or visiting amenities in the downtown (i.e. hockey games, restaurants, etc).

ECONOMIC BENEFITS

- **Permanent direct jobs created:** 1 job per 250 sq ft space
 - It is estimated that one job could be created for every 250 square feet of vacant commercial space that is leased. If Dalron is able to lease all of its current 26,000 square feet of vacant space in various downtown buildings, this could result in about 100 new jobs created in the downtown.
- **Temporary jobs created:** Construction jobs during rehab/new build = approx. 20

DETAILS OF REQUEST

- **Total Project Cost:** \$2-3 million estimated
- **Amount Requested from CGS:** \$900,000 (\$60,000 per year in tax relief for 15 years)
- **Timing of Funding:** *As soon as possible*
- **Type of Assistance Requested:** *Tax Relief*

BACKGROUND

Dalron Group Ltd is a local, family owned business which develops and manages residential and commercial spaces. The company owns more than 800,000 square feet of commercial property in the region. Dalron is finding that without additional parking spaces, it is becoming difficult to fill downtown commercial space as potential business owners need parking for clients and staff. The closure of the Cedar Street parking structure in 2014 resulted in the loss of 122 parking spaces in the core of the downtown.

Dalron Leasing Ltd. currently has about 26,000 square feet of vacant commercial space in the downtown. The company's experience leasing commercial properties in the downtown shows that the shortage of parking spaces in core area makes it difficult to lease vacant space and attract new businesses. In particular, Dalron is working with a major financial institution that is currently looking to build downtown, but lack of parking for clients and staff is posing a challenge.

FEASIBILITY

Under the current Community Improvement Plan (CIP), the total funding requested could not be granted. However, the program is currently undergoing a review and changes could increase or decrease the value of the incentives available. The Municipal Act prohibits municipalities from directly or indirectly assisting private businesses through the granting of certain financial incentives (generally called "bonusing") outside of an approved CIP.

CURRENT STATUS AND READINESS

Proponent has completed designs for a renovated structure with estimated costs.

RELATIONSHIP TO OTHER PROJECTS

This structure could be considered a mixed use development. The Downtown Village Development Corporation submitted a concept plan for a Mixed Use Pilot Project in the Downtown.

FIT WITH PLANS

Relevance and relationship to Greater Together: Corporate Strategic Plan 2015-2018

- **Growth and economic development**
 - Supports development of the downtown

Relevance and relationship to From the Ground Up Economic Development Strategic Plan

- “A robust entrepreneurship ecosystem”
 - May stimulate business start up and entrepreneurship activities in the Downtown
- “A quality of place and lifestyle that is second to none”
 - May help to attract investment in retail, food and new businesses to the Downtown
 - Supports the development of new, diverse and innovative mixed use development in the downtown core
 - May incorporate design thinking into infrastructure and development projects in the downtown

STAFF ANALYSIS

The IBI Group Strategic Parking Plan was completed in 2011. It estimates that there are about 3,775 parking spaces in the downtown area which is bordered by Ste Anne Road, Elgin Street, Paris Street and the Canadian Pacific Railway yard. The plan predicts that future parking demand will be at or close to the overall current supply of parking space and also notes that this does not consider the localized limitations of the existing spaces. A significant portion of the available capacity is concentrated in private lots which are disproportionately located north of Larch Street. The plan suggests that the majority of lots will be over capacity or have very little supply available where parking spaces are needed. Further, it recommends that redevelopment of lots into parking structures in the southeast downtown area should be considered.

Renovation of the Cedar Street parking structure could help to address some of the issues identified in the Strategic Parking Plan. The availability of additional parking may attract new tenants and retain existing ones to the downtown area. In turn this may attract employees and clients who could visit a number of Downtown businesses. Parking spaces in the Cedar Street structure would be reserved for businesses as part of lease agreements negotiated with Dalron. However, they may be available for general public use outside of regular business hours (Monday through Friday, 8 am – 5 pm) for events/activities occurring in the downtown at an hourly/event rate (i.e. spaces could be available for use during a Sudbury Wolves Hockey Game or Downtown Festivals)

It is estimated that one job could be created for every 250 square feet of vacant commercial space that is leased. If Dalron is able to lease all of its current 26,000 square feet of vacant space, this could result in about 100 new jobs created in the downtown. Each job created has potential wages of approximately \$45,000 per person per year. It is expected that a portion of these earned wages would be spent in downtown restaurants and stores as employees are likely to eat and shop on their lunch breaks or before/after work.

Dalron is working with a major financial institution currently looking to build downtown, but lack of parking for clients and staff is posing a challenge. Securing this client and developing a new building for them could create an additional 40-60 new jobs in the Downtown.

A renovated structure would increase the assessed value and thus increase the tax revenues on the property less any tax relief during the first ten years. The applicant has estimated that the increased property taxes from a renovated structure would be approximately \$60,000 per year. This estimate has not been verified and may change when final costs have been determined and once the Municipal Property Assessment Corporation (MPAC) completes a property assessment. The proponent should have the structure drawings reviewed by the Tax Department in order to accurately determine what the estimated new tax amount will be upon completion of the renovation to the parking structure.

The existing Downtown Community Improvement Plan (CIP) includes provisions for tax relief on the rehabilitation and re-use of existing buildings, as well as the construction of new buildings in the downtown area. This program provides approved applicants a grant equal to the incremental increase in the municipal portion of the property tax associated with improvements/construction for a period of up to ten years.

In this case, and using the estimate of an additional \$60,000 per year in taxes, the applicant would receive a grant valued at approximately \$227,700 over a ten year period. The proponent has requested support in the amount of \$900,000 (\$60,000 per year over 15 years) which exceeds what could be currently provided under the existing CIP. Approving the full amount requested could set precedence for other future asks for assistance. Further, it could also be seen as a contravention of the Municipal Act which prohibits municipalities from directly or indirectly assisting businesses through the granting of certain financial incentives (generally called “bonusing”) outside of an approved CIP.

The existing CIP is currently undergoing a review process which may increase or decrease the incentives available for this type of development. For example, the existing plan also includes incentive mechanisms for a building improvement loan and façade improvement grant which are currently unfunded. If funds were to be allocated to these mechanisms, the applicant may be entitled to a maximum of \$ 17,500 grant for façade improvements and signage, and may also be eligible for a business loan.

Since there is not a mechanism for the proponent to receive the requested tax relief in excess of the amounts allowed under the existing CIP, the Proponent can apply to the incentives as outlined in the current CIP; wait to apply under a possibly revised CIP which is expected to be presented to Council before the end of 2016; or not proceed with an application at all.

This project could also potentially incorporate residential units and attract support through affordable housing programs.

Funding a Community Improvement Program

Considering the information provided in this report, Council may wish to increase its investment into the CIP in order to maximize the potential to stimulate investment into the Downtown. According to the report on debt financing that was presented to the Finance and Administration Committee on March 30th, 2015, under the current CGS Debt Management Policy, the City may not use debt financing for assets that the municipality does not own. Council would have to use the tax levy to fund any increases in CIP incentives.

It is worth noting that the City of Sault Ste Marie received funding for their \$2.65 million Downtown Community Improvement Program. FedNor Industry Canada provided \$839,500 to support public realm streetscape planning and Northern Ontario Heritage Fund Corporation (NOHFC) provided \$875,500 to support public realm streetscape improvements, a project manager, and a pool of funds for private sector assistance grants. The proposal saw the City of Sault Ste Marie investing \$300,000 and the private sector matching funds in the amount of \$600,000. This may present an opportunity for Greater Sudbury to seek similar funding to support a revitalized CIP for its Downtown.

TRANSFORMATIONAL VALUE

The repair of this parking structure would reinstate the 122 parking spots that are close in proximity to businesses in the downtown core and could help to stimulate additional economic activity and investments.

POTENTIAL NEXT STEPS

Should Council wish to prioritize this project, the following steps are recommended:

1. Direct staff to encourage the project proponent to make application to the current Community Improvement Program (CIP) to determine eligibility and potential support.

2. Direct staff to consider transition provisions in any revised or new Downtown CIP to ensure eligibility for applications submitted after April 1, 2016.
3. Review and consider the recommendations resulting from the ongoing Planning Department review of the CIP, with a view to strategically encouraging development in the downtown.
4. Consider additional investment to support the revised CIP and direct staff to explore opportunities to leverage such an investment with other agencies.

PROJECT 5 - FILM STUDIO

Proponent: Northern Ontario Film Studio

PROJECT SUMMARY

Representatives of the Northern Ontario Film Studio (NOFS) have noted that the sustainability of the film and television sector in Greater Sudbury requires consistently available studio spaces, equipment and properly trained and qualified film technicians.

NOFS is interested in building a new film studio with 30,000 sq ft of sound stage along with another 30,000 square feet of dedicated space for production offices, secure equipment storage, carpentry, hair/makeup, craft kitchen & cafeteria; additionally, they have noted that outdoor space of five to 10 acres would be required for truck/trailer storage and as a production back lot.

The studio is currently operating from a former arena owned by the City on a lease basis, with the lease agreement set to expire on March 31st, 2018. The building itself faces significant maintenance challenges and is not available as a permanent space for the studio beyond the next five to seven years without major additional investment to bring it up to code. The property, which is on land owned by Nickel District Conservation Authority and leased to the City on a long-term basis, was granted temporary rezoning to permit commercial activity on the site from May 2, 2012 until May 1, 2015 in order to allow for the original lease agreement. A request to extend this temporary rezoning was subsequently recommended by the Planning Committee and approved by Council for an additional three years, to May 2018. Longer-term occupation and operation of the facility as a film studio will require a new application for temporary rezoning to allow for this commercial activity past this point in 2018.

The studio has quoted an estimated cost of \$5 million for the capital project, and is seeking support from the City, along with funding from provincial and federal government. While they have not outlined a specific contribution from the City explicitly, their proposal suggests a one-time (cash) contribution as well as land, with more details indicated as “to be determined”.

An operational film studio would assist to continue attraction of sector investment to the north, bringing with it job creation and positive economic benefits for the community.

ECONOMIC BENEFITS

- Ongoing operations of a film studio are necessary to provide regular employment and sustain a qualified crew base
- Indoor studio space is also important to provide alternatives to productions when outdoor conditions are not suitable to filming (e.g. due to weather)
- The infrastructure is necessary to attract investment north, and can also be used to nurture northern film/television productions and foster homegrown talent, advancing job creation and attraction and retention of creative workers.
- As an incubator for small businesses within the sector, the film studio contributes to entrepreneurship and job creation indirectly as well.
- The construction phase of a new building would create a number of temporary jobs itself.
- Marketing of Greater Sudbury as the film hub of northern Ontario also increases positive profile of the city as a whole to other audiences, with benefits for tourism and investment attraction more generally.
- Growth of the film and television sector contributes to economic diversification and resilience of the city during downturns in other sectors, such as Mining and Mining Supply & Services sectors.
- Potential partnerships with post-secondary institutions may provide new program opportunities, helping to increase enrolment and providing job opportunities for new graduates.

DETAILS OF REQUEST

- **Total Project Cost:** \$5M
- **Amount Requested from CGS:** \$0 at this time
- **Timing of Funding:** *Lease agreement in place to March 31, 2018*
- **Type of Assistance Requested:** *Potential for cash/land/operational support*

BACKGROUND

Northern Ontario Film Studio (NOFS) is a private sector company currently operating a 20,000 square foot film studio out of the former Barrydowne Arena facility. Their operations have contributed a large portion of the increased business in Greater Sudbury's film and television industry since 2012, and they have indicated provision of services to 51 productions across northern Ontario with an estimated indirect impact of \$60M; more productions are currently under way or in the works.

In this same time frame, the local film industry overall has contributed an estimated \$51M in direct impact to the Greater Sudbury economy as well as considerable job creation.

Through their work, NOFS has helped to bring lighting and grip equipment rental as well as companies including Technicolor and William F. White to Sudbury. The studio also works as an incubator, supporting a number of local start ups such as craft/catering, props, carpentry and so on. Their operations also provide the regular employment that is necessary to sustain a qualified crew base within the community, and they maintain infrastructure and support that are crucial to sustaining growth of the industry and attracting investment to the north.

Along with other provincial and federal incentives, ongoing activity in the film and television sector is contingent upon the funding, tax credits and grants provided through the Ontario Media Development Corporation (OMDC) and the Northern Ontario Heritage Fund Corporation (NOHFC).

FEASIBILITY

NOFS has a successful track record in securing productions in the north, which indicates their potential capacity for raising necessary funds for a capital project. A relatively low project cost of \$5 million could make this project easier to advance, and there is also the opportunity to explore renovation or retrofitting of existing structures rather than purpose-built for potential cost savings.

To date, NOHFC has contributed financially to the majority of productions involved with NOFS, and the province has also recently invested in post-production facilities in North Bay. Indications are positive that NOHFC would contribute toward a permanent film facility in Greater Sudbury, and FedNor has also showed interest in supporting a project depending on City support.

While formal agreements are not currently in place, with City support, NOFS has demonstrated interest in developing partnerships with the three post-secondary institutions related to their film/television sector related programs.

CURRENT STATUS AND READINESS

As noted, NOFS has been operating in the former Barrydowne Arena facility since 2012, with a new lease being finalized for an additional three year term, to March 31, 2018.

The plans as presented for a new purpose-built studio are still in the concept stage, and require further development in terms of functional program, detailed design, site selection and capital fundraising.

While there are plans to work with the three post-secondary institutions in this project, specific contribution have not been identified and no formal agreements are yet in place.

RELATIONSHIP TO OTHER PROJECTS

This project is not directly related to other large projects now in consideration.

FIT WITH PLANS

Relevance and relationship to Greater Together: Corporate Strategic Plan 2015-2018

- **Growth and economic development**
 - Sustainable film & television production facilities and infrastructure are required in order to attract and retain investment in the north.
- **Responsive, fiscally prudent open governance**
 - Consideration would be needed in terms of best approach to partnering with a private-sector business in this case. Currently NOFS does not have equivalent competition in the region in terms of overall facility, although there are other private-sector service providers operating in Greater Sudbury.
- **Quality of life and place**
 - Sense of community pride is evident in Greater Sudbury's involvement in this sector; raises profile of the city for external audiences
- **Sustainable infrastructure**
 - Permanent facility and related infrastructure is important to sustain and grow activity in the film & television sector
 - A new facility may present opportunities to partner with post-secondary institutions in connection with sector-related programs, which contributes to sustainability and competitiveness of infrastructure
 - Important to note that growth of industry is heavily dependent on tax credits and other government subsidies, which may not be permanent

Relevance and relationship to From the Ground Up Economic Development Strategic Plan

- "A robust entrepreneurship ecosystem"
 - New facility supports growth of private sector, including incubator components
- "A highly skilled and creative workforce"
 - New facility will provide foundation for regular work in the film & television, which is required in order to attract and retain skilled industry professionals
- "Nationally recognized centre of artistic excellence, vibrancy and creativity"
 - Success in this sector has contributed to significant profile for Greater Sudbury in the province and across Canada
- "One of Ontario's top tourism destinations"
 - Reputation of film hub for northern Ontario has positive impact on Sudbury's profile overall – helps capture "buzz" around Sudbury's vibrant arts & culture scene
- "One of the most integrated education and innovation ecosystems in Ontario"
 - Potential for partnerships between NOFS and post-secondary institutions offering film-related programs includes opportunities for training, jobs and work experiences for students and recent graduates

Relevance and relationship to Greater Sudbury Cultural Plan

- The Cultural Plan includes the film & television industry explicitly under Creative Economy, one of the four pillars, with the goal to "make Sudbury a 'film-friendly' regional hub"; a new film studio and related production services advances this goal specifically

STAFF ANALYSIS

Over the past several years, Greater Sudbury has established a solid reputation as the film and television production centre of the north, and a permanent film studio facility will continue to build this profile, helping to attract investment, sustain jobs and create new ones. The facility could also provide incubator space for small businesses, thereby supporting entrepreneurship, while linkages to post-secondary institutions create opportunities for students and recent graduates to work within the sector.

As captured in recent media coverage, other northern Ontario cities such as North Bay, Sault Ste Marie and Parry Sound are actively pursuing film work; a permanent, full-service film studio would provide Greater Sudbury with a significant competitive edge. A film production facility could also be made available for other film production companies, and the flexible multi-use space may also provide venue space for meetings, conventions and events, depending on scheduling and availability.

It is important to note, however, that the film industry in northern Ontario is built on government subsidies that may be uncertain over the long term, as has been the case in other provinces such as Nova Scotia, where the cancellation of their film funding program has had detrimental effects on their film sector regionally. Previously, program review of the NOHFC film grant fund has caused delays in funding to film productions, and possible reviews or restructuring of the program may do so again in future.

Success of the sector is also heavily dependent on private sector businesses and their capacity to build and sustain good relationships with industry players.

From a staff perspective, the suggested cost of \$5 million may not be sufficient to cover actual capital expenses associated with the film studio as laid out in the presentation, as a purpose-built approach to such a facility that includes all the components mentioned may cost more to construct. In addition, there is currently no mechanism to provide direct support to a private sector company. It would be appropriate for the city to establish its interest in such a project and evaluate the potential for other approaches (competitive bid, PPP, non-profit) to achieve the same goal.

OTHER CONSIDERATIONS

Film and television production business activity has shown a steady increase in Greater Sudbury, particularly over the past three years. Staff have also received indications that other private sector production companies are increasingly interested in setting up businesses in Greater Sudbury and/or supporting existing businesses and infrastructure. Additional City investments in the film/television sector may be worthwhile in encouraging this growth.

TRANSFORMATIONAL VALUE

A permanent full-service film facility would leverage Greater Sudbury's already-positive reputation as a film centre and create the community as a serious contender for national and international investment in Greater Sudbury within the film/television production industry.

POTENTIAL NEXT STEPS

Should Council wish to prioritize this project, the following steps are recommended:

1. Request that the GSDC Board undertake a due diligence review of this proposal and give consideration to additional options for the development of a film studio facility for Greater Sudbury. Options could include public-private partnerships as well as direct investment in a municipally-developed film production facility, either purpose-built or an upgrade and renovation of an existing building; such a facility could be rented or leased to film industry businesses in an incubator-style approach. The GSDC could also consider potential interest from other private sector investors within the industry. Feasibility of such a facility should include an assessment of market potential and usage by other film production businesses.

PROJECT 6 - TRUE NORTH STRONG CENTRE

Proponent: 1916596 Ontario Ltd. o/a Jack Nicholas Business & Innovation Park

PROJECT SUMMARY

A private entity is proposing to construct a 6,000+ seat multi-use sports, entertainment, and business centre on the North side of the Kingsway, east of 3rd Ave and west of Levesque St. The goal at this stage of the project is to initiate a request for proposal process or some sort of competitive bidding process to build a sports and entertainment complex.

According to the proponent, the proposed sports and entertainment centre is designed to be revenue generating. The model will succeed due to private sector and municipal partnerships in a profit sharing arrangement.

The ultimate goal is to build a modern sport and entertainment facility that is anticipated to be the new home of the Sudbury Wolves, as well as accommodate a number of other events as listed elsewhere in the report. The location offers an opportunity to build a complex that would maximize revenue opportunities, lower risk, and provide ample parking.

Another objective is to spur development of the Jack Nicholas Business Park and take advantage of recent infrastructure upgrades in that area.

ECONOMIC BENEFITS

According to numbers provided by the proponent, the expected economic impacts of the proposed \$60M event and entertainment centre are:

- Direct, indirect and induced gross output = \$130M
- Direct, indirect and induced value add = \$57M
- Direct, indirect and induced person years of employment = 675 (for construction)

The anticipated quantity of guests through the True North Strong Centre are expected to be between 400-500,000 visitors through a mix of more than 125 events include sport, entertainment and business type activities. More than 15-25% of these guests are expected to reside outside of the Sudbury Census Metropolitan Area.

Numerous other potential benefits of the TNS event centre were identified in the application by the proponent; from enhancing civic engagement and building social capital, including building community pride and belonging, to promoting and fostering human health and well being.

DETAILS OF REQUEST

- **Total Project Cost:** \$60M
- **Amount Requested from CGS:** Not defined
- **Timing of Funding:** Not defined
- **Type of Assistance Requested:** Support in the form of security/borrowing power available to the City

BACKGROUND

A private entity is proposing to construct a 6,000+ seat multi-use sports, entertainment, and business centre on the North side of the Kingsway, east of 3rd Ave and west of Levesque St.

The private group is made-up of prominent local business people, as well as prominent individuals with sector-specific expertise in terms of sports entertainment, and consultants with expertise in finance, project management, legal and architecture.

Based on the list of individuals identified in the application and listed below, the applicant appears to have the capacity and expertise to undertake the project, including the RFP process, and subsequent development, construction and operational phases.

President – Dario Zulich is also the CEO of TESC, a General Contracting Company that has operations through Ontario and Western Canada as well as being developer in Greater Sudbury with Zulich Enterprises.

Secretary/Treasurer – Perry Dellelce is Managing Partner for WildeboerDellelce LLP and Wildlaw Capital, Corporate Finance Advisory firm.

Manager – Andrew Dale is the managing partner for projects, marketing and development.

Experts:

Tom Anselmi, Former President Maple Leaf Sports Entertainment

PMX, Les Medd and Tom Finan, Project Management

KPMG, Oscar Poloni, Financial Consulting

HOK, Michael Day, Sports & Entertainment Infrastructure – Architectural Design

The proposed multi-use, state-of-the-art destination will cater to hosting 125 events annually, including conferences, sporting events, local youth sports at regional, provincial and national levels, large scale tournaments, live performances, a range of concerts, comedic acts, family entertainment shows and exhibitions, etc.

In addition to the private partner team members listed above, they indicate in their application as having strong relationships with management operating, event promotions and entertainment groups from across North America. They have also established contact with facility maintenance firms and food and beverage suppliers.

The proposed location is development-ready on land that is appropriately zoned, serviced, and located on or within close proximity to key intra- and inter-city transportation links.

The request by the proponents at this time is for the City to approve a procurement process (i.e. request for proposal) for the development of such a centre and replace the Sudbury Community Arena.

The proponents do not appear to have any specific preconceptions of the ownership structure, only that CGS be an 'active partner' in the development of the project, and potential on-going operations. They only mention that the City's borrowing power be leveraged for the capital component.

FEASIBILITY

Government funding (NOHFC/FedNor) is a critical piece to move forward, as well as involving the City as an 'active partner'. In addition, financing sourced through private lenders, as well as the potential for a public-private partnership model, may be required in order for the project to come to fruition.

The site is appropriately zoned with adequate capacity within the adjacent municipal water and wastewater systems to accommodate the proposed development.

CURRENT STATUS AND READINESS

Based on the identified members of their team, as well as the experts the proponents have engaged, they would appear to be ready to participate in a request for proposal, or other similar process.

RELATIONSHIP TO OTHER PROJECTS

Another proponent is proposing to build sports & entertainment complex of a similar size and scope in the City's South End.

Both developments identify the potential for other complementary uses such as hotels, retail establishments, restaurants, etc. Both of these projects also provide an opportunity to develop a coherent vision for development in the surrounding area and should be seen as a catalyst to accelerate the achievement of such a vision.

Future proposals for a new casino in Sudbury will likely include conference and performance facilities as ancillary to the casino. Potential bidders for a new casino have also indicated an interest in partnering in the development of a new sports & entertainment facility, if located in the immediate vicinity of the casino. If this occurs, the business case, costing model and municipal involvement may vary greatly. Moreover, the business case for the proposed Synergy Centre also changes drastically if a new casino includes conference and performance facilities.

FIT WITH PLANS

Relevance and relationship to Greater Together: Corporate Strategic Plan 2015-2018

- **Growth and economic development**
 - A sports & entertainment complex of this nature can help stimulate growth and increase conferences, sports and events tourism
 - It would also contribute to an economically stronger northern Ontario
- **Quality of life and place**
 - New facility would contribute to sense of community pride and raise profile of the city for external audiences
 - It would allow for the expansion of programs and services designed to improve the health and well-being of our youth, families and seniors
- **Responsive, fiscally prudent open governance**
 - A proper Request for Proposal (RFP) process will enable Council to focus on openness, transparency and accountability in making such an important decision
 - It will emphasize the relationship between governance, community engagement and information, in support of better decision-making
- **Sustainable infrastructure**
 - A new sports & entertainment complex may be more sustainable in relation to the ongoing physical and maintenance challenges currently faced by the Sudbury Community Arena

Relevance and relationship to From the Ground Up Economic Development Strategic Plan

- "One of Ontario's top tourism destinations"
 - Investing in this type of facility would support tourism growth
 - It would strengthen the tourism industry through proactive destination development
- "Quality of Place and Lifestyle that is Second to None"
 - Such an asset to the community helps make Sudbury a place where people want to live

STAFF ANALYSIS

The type of process required for the scale of such a significant facility – a once in a generation project – is quite complex. An investigation into a very recent Canadian example revealed a significant investment in both staff time at the senior management level, as well as outside expertise from consultants specializing in these sorts of developments with long-term implications for the municipality and community as a whole. The following outlines the general scope of work for each of the different types of consultants required for a sports & entertainment facility of this magnitude.

1. Market Analysis
 - Complete detailed market analysis confirming the ideal number of seats and type of ancillary uses that can be supported in a given region/market
 - Create a robust business case through the development of a pro-forma financial model
 - Incorporate various assumptions and inputs relevant to the viability of the commercial operations of the proposed sports & entertainment complex
2. General financial advisory services throughout the procurement process
 - Assist the municipality with the development and authoring of a detailed Request for Proposal document
 - Advise on engaging other outside expertise, as needed (e.g. Market Analysis, Legal Counsel, etc.)
 - Serve as a technical advisor during the RFP's open competition period
 - Participate in face-to-face meetings with the bidding proponents and city representatives during the RFP's open competition period
 - Participate in the RFP evaluation process, and
 - Provide recommendations to the City as to which proposal is in the City's best interests, from a design, operational, financial, technological, etc. perspective
3. Legal Counsel to assist the City's in-house legal team
 - Experienced legal advisors related to design, build and finance agreements of this scale
 - Advise on long-term (20-year) operating agreement, which form part of the RFP process
4. Other sub-consultant expertise engaged throughout the process
 - Project management and evaluation assistance to develop a Request for Pre-Qualification (RFQ) process
 - Sub-consultants acting as facilities and construction advisors

The investment made in this example to ensure the municipality's best interests were considered throughout the procurement process is in the order of over \$800,000, which represents less than 1% of the facility's overall construction value. This is in addition to key members of the senior management team spending 80% of their time during this process.

The timeframe in this example took approximately 5 years from a preliminary market analysis being presented to their Council, through to the RFP process, and a final decision to proceed to construction. Staff have learned that it also took approximately 5 years from market feasibility to start of construction in other examples in St. Catharines and Thunder Bay. Each city also expended significant dollars to ensure the city was well-advised throughout the process.

A properly defined Terms of Reference through an RFP process, however, is necessary to yield the information required in an open and transparent manner, allowing Council to make a decision on moving forward with a new event centre. Some preliminary areas for consideration include:

- Another proponent is proposing to build and sports & entertainment event centre in the City's South End (Algonquin near Regent St.)
- Consideration as to whether it is in the community's best interest to have such a facility in the downtown
- If not downtown, future consideration should be made with respect to potential uses for the existing Sudbury Community Arena
- Consideration for amenities complementary to a sports & entertainment facility need to form part of the decision process
- It is anticipated that the City will be expected to contribute to the project and be a partner in the development and on-going operation of the facility
- CGS's involvement is also critical in accessing funds from other agencies such as FedNor and NOHFC, for example

- A new arena and event centre, especially if it includes additional ice pads, may lead to a requirement to close other arenas in the City
- A complete market analysis has not been completed to examine our market potential, determine the number of seats ideal for our market size, location, complementary amenities, etc.

The key benefit to undertaking a properly defined request for proposal process is to allow the City to objectively assess the merits that different parties have to offer in terms of participating in a process to develop a multi-use sports and entertainment centre.

TRANSFORMATIONAL VALUE

As mentioned, the need for such a facility has been identified through various reports as well as Council and community discussions, master plans and strategic plans, etc. for a new sports and entertainment centre. Such a facility could boost tourism by enabling our community to host a variety of regional, provincial and national sporting events, as well as large-scale tournaments; it would attract more performances, shows, concerts; enhance community pride; increase the tax base; etc.

The proposed development is also a catalyst to developing the rest of the surrounding business/industrial park lands in the immediate vicinity of the event centre. This, in turn, increases the community's availability of prime employment lands and our attractiveness to future investment opportunities.

POTENTIAL NEXT STEPS

Should Council wish to prioritize this project, the following steps are recommended:

1. Direct staff to create a project working group comprised of senior staff from appropriate corporate divisions including CAO, Planning, Leisure Services, Purchasing, and Legal to oversee the development of this process.
2. Direct staff to proceed with engaging the services of a consultant on a staged scope of work (which may include a market analysis and pro forma), to assist Council and Senior staff to determine criteria for a new sports & entertainment complex (size, type, amenities, etc.), to review and decide on potential funding models and partnership structures, and ultimately to assist with the development of a Terms of Reference for and evaluation of an RFP for a competitive bidding process for this project.
3. Direct staff to identify a funding source for an allocation of up to \$275,000 to fund this initial phase.

PROJECT 7 - REDEVELOPMENT OF BRANCH 76

Proponent: Canadian Legion Branch 76

PROJECT SUMMARY

Branch 76 needs to rebuild their facility on Weller Street and, in doing so, they are looking at the potential to create affordable senior housing on their site. Although the Legion is primarily focused on veterans and members of the military it is now possible for non members of these 2 groups to become members. The current building is in need of extensive repairs and upgrades so the Branch is proposing to redevelop the site and include affordable seniors housing into the mix. The site overlooks Lake Ramsey and offers spectacular views of the lake and city. As part of this redevelopment the City may develop a passive community park on the site, this is part of the proposed agreement between the City and the Legion which will allow the project to go forward. Nothing will happen until Legion's Ontario Command approves this agreement.

ECONOMIC BENEFITS

The Legion is a community centre supporting veterans and members of the military. In addition, it is open to the general public to use its meeting facilities, craft rooms, wood working shop and club room. It is located in an area of Sudbury that could use more of this type of facility and the views from the site make it unique.

DETAILS OF REQUEST

- **Total Project Cost:** \$15M
- **Amount Requested from CGS:** \$3M
- **Timing of Funding:** *Unknown*
- **Type of Assistance Requested:** *Cash*

BACKGROUND

Branch 76 is looking to redevelop their existing site with a new Legion Hall and some seniors housing. The present building was built in 1972 with a life expectancy of 25 years now some 43 years later it is in need of some major repairs and upgrades to service their membership. In addition the Legion wants to build seniors housing on the site, the number of housing units is unknown at this time. The Legion sits on 9.9 acres of land on Weller St overlooking Ramsey Lake. The site was acquired from the City of Sudbury and in order to proceed with a redevelopment they have had to get a new agreement from the City so that they could mortgage the property. At the present time this agreement has not been finalized because the Royal Canadian Legion Ontario Command which has the final say, has requested more information from the local branch. In exchange for allowing the redevelopment the city will consider the potential to develop a passive park on the property overlooking Ramsey Lake. This project may not be ready to go this year as it requires approval by Ontario Command, it needs a detailed design and financing must be arranged.

FEASIBILITY

CGS Leisure Services Division is aware of the proposal and is waiting to see how the project proceeds before they can make any decision. The current site would need to be rezoned to allow for housing, but the proposal is consistent with the official plan. A low rise development would work and fit very nicely with the existing neighbourhood. The Legion is capable of taking on this project.

CURRENT STATUS AND READINESS

Additional time and information is required before the project can proceed.

RELATIONSHIP TO OTHER PROJECTS

None

FIT WITH PLANS

Relevance and relationship to Greater Together: Corporate Strategic Plan 2015-2018

- **Quality of Life and Place**
 - Will provide affordable housing for seniors
 - Provide new community facilities such as a woodworking shop, craft rooms, a club room and meeting rooms
 - New facility will allow the Legion to display their extensive collection of military memorabilia and stories of local men and women who served in the armed forces
 - Provides more open public space when the passive park is developed

Relevance and relationship to From the Ground Up Economic Development Strategic Plan

- “A quality of place and lifestyle that is second to none”
 - The potential development of a park, affordable seniors housing, a meeting place, craft rooms, supports our veterans and will be designed so that the residents of the housing units can interact with the programs offered by the Legion so that they keep fit mentally and physically.

STAFF ANALYSIS

Branch 76 has the management structure in place to manage a project of this sort and has the capacity to raise the necessary funds.

- Branch 76 has the capacity to manage a project of this size
- Branch 76 has the capacity to raise the necessary funds
- If built the project would provide seniors housing and improved public spaces
- Redevelops an infill site to provide seniors housing and improved public facilities

Branch 76 needs to do a feasibility study to determine the size of the senior's complex, the cost of redeveloping the Branch and the sustainability of the entire project before provincial command will give them the go ahead. Because of the governance structures that are in place the local Branch cannot spend money on this until they can prove that there is a need and that the project when built will be self supporting. They are caught in a bit of a Catch 22 as they need a study but cannot hire a consultant unless Provincial Command says they can.

The City could provide a grant of up to \$25,000 to do a business plan, a concept design for the site and identify potential partners.

OTHER CONSIDERATIONS

This project will not proceed unless the Ontario Command approves it. Branch 76 needs to provide more information such as a needs study. Staff should continue to work with Branch 76 because if this project proceeds it would be a great addition to our community

TRANSFORMATIONAL VALUE

Would increase the amount of affordable housing, increase park space and provide improved facilities for our community.

POTENTIAL NEXT STEPS

Should Council wish to prioritize this project the following steps are recommended:

1. Direct staff to continue to work with Branch 76 to further define the project as to size and cost.
2. Provide a onetime grant of up to \$25,000 to the Legion to cover the cost of defining the size and cost of the project to assist in convincing Provincial Command that there is a need for this development.

PROJECT 8 - LIGHT RAIL TRANSIT PILOT PROJECT

Proponent: Travis Morgan

PROJECT SUMMARY

Proposing a pilot passenger rail service that would run from Espanola in the west to downtown Sudbury, bus schedules would be changed to act as feeder services for the passenger rail service. This service would be run by a Regional Transit Authority.

This project is designed to encourage use of public transportation such as buses and in this case passenger rail. It envisions the creation of a regional transit authority to oversee operations and secure funding from the 3 levels of government and from sponsorships. The proposal is just a concept and does not provide any capital or operational costing. In addition it does not take into consideration population density required to support a passenger rail system or that the tracks are privately owned and that 2 of them are the main trans-continental lines for CN and CP.

ECONOMIC BENEFITS

Promotes the use of public transportation and would lower the community's carbon footprint.

DETAILS OF REQUEST

- **Total Project Cost:** Unknown
- **Amount Requested from CGS:** No cash request specified
- **Timing of Funding:** Unknown
- **Type of Assistance Requested:** Assistance in setting up a group to form a regional transit authority focused on rail

BACKGROUND

Proposing a pilot passenger rail service that would run from Espanola in the west to downtown Sudbury, bus schedules would be changed to act as feeder services for the passenger rail service. This service would be run by a Regional Transit Authority. Proponent believes that all the costs for the rail service would be picked up by the federal and provincial governments as well as the municipalities along the right of way.

Proponent believes that there would be no increase in user fees.

FEASIBILITY

Comparative to other municipalities with rail system, density comparators are currently:

- Barrie – Toronto Go Train (Population: 1,931,620 corridor)
- Toronto – Hamilton Go Train (Population: 1,842,350 corridor)

The smallest metropolitan area in Canada with passenger rail is Vancouver with an area population of 2,135,201 with a daily ridership of 11,000. Toronto has a total area population of 5,132,794 with a daily ridership of 187,000. Montreal has a total area population of 3,407,963 with a daily ridership of 67,000.

Union-Pearson Express: cost \$456 million to build and costs \$68 million a year to operate; ridership is approximately 2,500 per day. Train is currently running 90% empty. Train runs every 15 minutes with 2 stops along the way. Fares were reduced to try to increase ridership. Passenger volume at Pearson is 41,036,847 (2010 Stats)

Kitchener/Waterloo's light rail system is 19km when built, joining Conestoga Mall in Waterloo to the Fairview Mall in Kitchener, 46 minutes length of trip. Expected daily ridership to be 27,000 when it opens rising to 56,000 per day by 2031. Presently, Waterloo Region has a population of 507,096 expected to grow by 200,000 over the next decade. The capital cost of the project is \$818 million funded three ways (Federal, Provincial and region.) Light rail train components will cost \$532 million. This is a P-3 project.

The Transportation Ministry would be the starting point for talks with the province.

CURRENT STATUS AND READINESS

No response from Huron Central at this time. The current rail bed would have to be upgraded because the maximum speed allowed now is 45km/h. Passenger terminals would have to be built, number still to be determined. Improved control systems would have to be installed for passenger safety.

RELATIONSHIP TO OTHER PROJECTS

None

FIT WITH PLANS

Relevance and relationship to Greater Together: Corporate Strategic Plan 2015-2018

- Quality of life and place
- Sustainable infrastructure
 - Results in expanded, sustainable “green” public transit options

Relevance and relationship to From the Ground Up Economic Development Strategic Plan

- “A quality of place and lifestyle that is second to none”

STAFF ANALYSIS

Applicant does not have the capacity to undertake this project, which is why he is asking Council to provide the political support for a Regional Transit Authority.

PROS

Promotes the concept of public transportation

CONS

Not large enough population to support a passenger rail system

No interest from senior levels of government in funding passenger rail in smaller CMAs

This proposal would consume a large amount of Council time with little hope of any success.

TRANSFORMATIONAL VALUE

If realized, this proposal would be part of a larger concept of getting people to use public transportation instead of private vehicles, enhancing community sustainability and reducing the carbon footprint.

POTENTIAL NEXT STEPS

Should Council wish to prioritize this project the following steps are recommended:

1. Direct staff to review the proposal in the context of the Transportation Master Plan and seek confirmation from the provincial and federal governments that they would financially support this initiative.

PROJECT 9 – NEW MAIN LIBRARY

Proponent: Greater Sudbury Public Library Board

PROJECT SUMMARY

The Greater Sudbury Public Library Board is seeking \$15 million from Council to support the construction of a new 50,000 sq. ft. Main Library in the downtown at an estimated cost of \$20 million. The Library Board's vision for this project is a new Main Library that is "*a welcoming, accessible place for all citizens to freely learn, work, and play*". This new Main Library is intended to be a true 21st Century Library offering integrated service delivery while also serving as a community hub with the potential for co-location with community groups and service providers.

In this pursuit, the new Main Library would serve as an information hub offering:

- Makerspaces, supporting exploration, innovation and entrepreneurship
- Expert staff supporting the informational needs of the community
- Comfortable space to read, study, and work
- Traditional library resources and services including: Book lending, reference collection
 - Newspapers and magazines
 - Local history and genealogy
 - Computer and Internet access
 - Online databases

ECONOMIC BENEFITS

Like many communities, Greater Sudbury's Main Library is an anchor institution of the downtown and its renewal would have a significant positive impact on the city's core – not unlike the Laurentian School of Architecture. The new Main Library concept being presented is intended to be a 21st century library featuring an enhanced Makerspace that will support innovation and entrepreneurship.

The Library is proposing a co-location with the Archives (currently housed in the Edison building in Falconbridge) and the City archives currently housed in the former Our Lady of Lourdes school. This project would allow for the disposal of these assets in support of the City's facilities rationalization efforts. Furthermore, discussions have begun and are ongoing with the Art Gallery of Sudbury to explore the possibility of co-location. Such a co-location could result in operating costs savings to the City.

The Library Board's presentation to Council cites a report on the Toronto Public Library prepared by the Martin Prosperity Institute indicating that the Toronto Public Library generates an economic impact of \$5.63 for every \$1 spent.

DETAILS OF REQUEST

- **Total Project Cost:** \$20M
- **Amount Requested from CGS:** \$15M
- **Timing of Funding:** Unknown
- **Type of Assistance Requested:** Cash

BACKGROUND

The Greater Sudbury Public Library was formed in 2001 amalgamating seven independent library systems into a single integrated system extending into every corner of the Greater Sudbury area. Working within the City's Citizen and Leisure Services Department, the Library is also governed by a Library Board that reports directly to Council as defined by the Ontario Public Libraries Act. Local government is the primary source of funding for library services in Greater Sudbury, and this contribution is supplemented by a significant annual contribution from the Province of Ontario. Additional revenues are received through internal fees, grants and donations make up the smallest portion of the library's revenues.

The library system is organized into four tiers including the hub of the operation, the Main Reference and Research Library; District Libraries are located in Chelmsford, Lively, New Sudbury, the South End and Valley East; Town Libraries are located in Capreol, Dowling and Garson; finally the smaller Neighborhood Libraries are located in Azilda, Coniston, Copper Cliff and Levack/Onaping. Six of these libraries also house Citizen Service Centres, offering the full scope of municipal services to residents in outlying areas.

Over the past 20 years, seven major studies have been undertaken by the library, all of which identified the need for a new Main Library. Some of the reasons for this include:

- Inadequate space relative to population, operational needs, and changing services
- The current space and configuration limits the library's ability to satisfy the needs of users
- Existing building is nearing the end of its designed lifespan and will require a minimum investment of \$1.1 million in repairs over the next ten years
- Lack of programming space
- Inadequate parking spaces – this limits program attendance and general use

FEASIBILITY

A building program development and site selection report was prepared by Yallowega-Belanger-Salach Architects in September 2014 that included some feasibility work. This report recommended a 70,000 sq. ft. facility with a total construction cost of \$24 million, plus an additional \$6 million for soft costs, furniture, etc. for a total cost of \$29.5 million (not including land acquisition, permits, site development, or inflation beyond 2014). This costing was based on the concept of a new Main Library that would be home to the City Archives and a Heritage Museum. The project currently being proposed is somewhat scaled back at 50,000 sq. ft. and \$20 million by omitting the Heritage Museum component.

Preliminary discussions are underway regarding a potential collaboration and co-location with the Art Gallery of Sudbury, and with support of Economic Development staff, a Working Group has been formed with staff and board representation from both organizations. A shared facility could feature separate dedicated space for both the Library and Gallery, while achieving efficiencies through a shared common entry foyer space; shared, multi-functional programming space; and, shared HVAC/mechanical systems.

CURRENT STATUS AND READINESS

At this point, no specific site has been identified however *Program Development and Site Selection Parameters* document produced by Yallowega Belanger Salach Architecture in 2014, identified 19 potential sites throughout the downtown, and from these sites identified the following four sites as those that best address the Library's requirements:

1. CP Station/Market parking lot (preferred site)
2. The existing Main Library site (plus a portion of the property immediately to the north of the Library – property that is now owned by Autumnwood)
3. The Sudbury Arena
4. Tom Davies Square courtyard

The arena was identified in their feasibility study and further investigated in the subsequent "massing" study. The site is ideal in many ways and would be more than adequate in terms of square footage. The Library board decided not to include it in their current shortlist due to the many unknowns about the short and long terms plans for the site and competition associated with other projects (e.g. new arena, proposed parking structure, conference centre, etc.)

The Library Board still intends to fulfill its commitment to return to Council by the end of 2016. Should discussions with the Art Gallery of Sudbury prove fruitful, a Terms of Reference will be developed outlining the relationship between the Library and the Art Gallery, and a progress update will be presented to Council. If not, the Library Board will adhere to its original plan and return to Council with a business case for new standalone Main Branch as originally presented on November 27th.

RELATIONSHIP TO OTHER PROJECTS

The Library is currently exploring opportunities for co-location with the Art Gallery of Sudbury as well as a potential partnership with Autumnwood (owner of Red Oak Villa and proponent of the Uptown Cultural Commons). Discussions are at a very early stage, but all partners have expressed an interest in exploring how they might work together.

FIT WITH PLANS

Relevance and relationship to Greater Together: Corporate Strategic Plan 2015-2018

- **Growth and economic development**
 - *Greater Together* lists the implementation of the *Downtown Master Plan* as one of its Growth and Economic Development priorities
 - The *Downtown Master Plan* lists the construction of a new Main Library in the downtown as one of its medium term actions
 - A new Main Library is part of the “vibrancy” that a community requires in order to attract investment and talent
- **Responsive, fiscally prudent, open governance**
 - The Greater Sudbury Public Library Board has agreed to explore the potential for collaboration with the Art Gallery of Sudbury in order to maximize resources
- **Quality of life and place**
 - *Greater Together* states that the City of Greater Sudbury will strive to strengthen the high quality of life we already know and love by maintaining great public spaces and facilities and creating a more vibrant downtown
 - New Main Library would create a new ‘anchor’ public facility in the downtown
- **Sustainable infrastructure**
 - A new Main Library may be more sustainable than its current location in terms of ongoing physical and maintenance costs
 - A joint facility, shared by the Greater Sudbury Public Library and Art Gallery of Sudbury would serve as an excellent example of shared infrastructure

Relevance and relationship to From the Ground Up Economic Development Strategic Plan

- “A robust entrepreneurship ecosystem”
 - This goal is to be realized through the development of more virtual and physical business incubation spaces to encourage new business startups
 - New Main Library will feature a new and enhanced Makerspace that will include resources and programming that will allow budding entrepreneurs and innovators to access specialized tools and equipment to help them develop new gadgets and inventions
- “Nationally recognized centre of artistic excellence, vibrancy and creativity”
 - The plan calls for the creation of shared cultural facilities to maximize synergies and incubate creative industries
 - The construction of a shared facility for the Main Library and Art Gallery of Sudbury would serve as an example of a shared cultural facility and maximize synergies.
 - The New Main Library will serve as a hub for arts and culture by providing:
 - Free and easy access to cultural resources (e.g. books, music, film);
 - Space for arts and culture events including concerts, film viewings, author visits, etc.;
 - Space to create, from arts and crafts to 3D printing
 - A meeting place for individuals and community groups
 - A dedicated multi-use performance space for hosting public events, performances, and viewings

- “A quality of place and lifestyle that is second to none”
 - Objective 4.1 of the plan advocates for the revitalization of Downtown Sudbury as a key indicator of the community’s quality of place
 - The construction of a New Main Library in the downtown would serve as a significant investment in Downtown Sudbury and would contribute to its revitalization

Relevance and relationship to Downtown Master Plan

- A new Central Library was identified as one of 17 key projects approved by Council in August 2012 in the implementation of the Downtown Master Plan
- The Plan calls for the Greater Sudbury Public Library Board to explore the viability of building a new Central Library Downtown as a Year 1 Action of the plan, and goes on to identify the construction of a new Central Library as one of the plan’s medium term actions (to be undertaken within six to ten years of the Master Plan’s 2012 release)

STAFF ANALYSIS

This project addresses the need for a new Main Library – a need demonstrated by a number of reports and studies, and would serve to accomplish one of the actions identified in the Downtown Master Plan.

If this project were to be undertaken, the project would ultimately be overseen by the City of Greater Sudbury. The City has undertaken numerous capital construction costs and would therefore have the capacity to undertake such a project.

The Library Board is open to partnerships with other organizations to ensure the project’s success and is currently exploring partnership opportunities with the Art Gallery of Sudbury and Autumnwood. While discussions are still very preliminary, the Library and the Art Gallery are exploring the possibility of co-locating in a shared building somewhere in the downtown. There is a good opportunity for synergies between the Library and Art Gallery by constructing a shared building that contains separate dedicated space as well as a shared foyer, flexible programming spaces, parking, and shared HVAC/mechanical. Autumnwood (the owner of Red Oak Villa and proponent of the Uptown Cultural Commons project), has approached the Library Board about a potential partnership. While conversations amongst the three organizations are very preliminary at this point, representatives from each of these organizations have expressed a willingness to explore the opportunity for collaboration.

TRANSFORMATIONAL VALUE

The core of the Library’s mission is to ensure accessibility of information and continuous community learning opportunities to Greater Sudbury residents. As part of its efforts to be a 21st century Library, the new Main Library will be an institution dedicated to lifelong learning

- Providing access to services and resources supporting literacy education and lifelong learning
- State of the art computer lab dedicated to teaching technology skills and digital literacy
- Access to study rooms and meeting spaces
- Tools and facilities to support online education, distance education, MOOCs (Massive Online Offering Course)
- Expert-led classes and workshops on a broad-range of topics

The implementation of this project will provide the residents of Greater Sudbury with a new landmark Main Library branch in the City’s downtown fulfilling the aims of the Downtown Master Plan and contributing to *From the Ground Up*’s stated objective of revitalizing Downtown Sudbury as an indicator of the community’s quality of place.

The transformational value of this project would be multiplied beyond the sum of its parts if the Library were to partner with the Art Gallery of Sudbury to build a new co-location site in the downtown.

POTENTIAL NEXT STEPS

Should Council wish to prioritize this project, the following steps are recommended:

1. Direct staff to continue working with board and staff leadership and appropriate representatives from both the Greater Sudbury Library and Art Gallery of Sudbury to support the Working Group in its ongoing exploration of a collaborative approach.
2. Provide a financial contribution of \$100,000 per year for each of 2016 and 2017 to support the hiring of a dedicated Project Manager on a consultancy contract basis. This position would provide a third-party approach for review of both projects to assess similarities and to address gaps between the two project proposals, and would also provide a close liaison with CGS staff to support and facilitate the process. The Project Manager would also coordinate additional consultation/expertise and resources, as required, to develop a strategy for pursuing a combined Main Library/Art Gallery initiative, including capital funding. The result would be a comprehensive project proposal for Council's consideration.

PROJECT 10 –MARCH OF DIMES ACQUIRED BRAIN INJURY (ABI) HOUSING

Proponent: March of Dimes Canada

PROJECT SUMMARY

The March of Dimes is proposing to build a new supportive housing facility for individuals living with the effects of an Acquired Brain Injury (ABI) on the same site as the existing Wade Hampton House, located at 2915 Bancroft Drive. The new building will be similar in design and purpose to the Wade Hampton House (built in 2011) in terms of layout and configuration, but will be a 12,300 sq. ft. purpose-built facility as opposed to a retrofit of an existing 9,700 sq ft. former school. The new facility will include six bedrooms in the congregate living section as well as six apartments to enable some residents a higher degree of independence. In addition to the accommodation space, the facility will also include a large shared living room, a smaller living room/den, games room, a large shared kitchen/dining area, laundry facilities, meeting space, and offices.

The proponent has completed design work and construction budget with the assistance of Perry & Perry Architects.

At present, there are 27 individuals on a waiting list in need of both accessible housing and support services like those currently offered at Wade Hampton House. The construction of this new facility will provide housing and support for 10 of these individuals.

ECONOMIC BENEFITS

This project will generate temporary employment during the construction phase. Once the supportive housing facility is complete, it will create 27 net new jobs (14 Full Time and 13 Part Time) as identified below:

Position	Wage Range	Number of Positions to be Hired
Community Support Supervisor	\$ 44,231-52,708	1 Full Time permanent
Rehabilitation Services Coordinator	\$ 41,110-45,136	1 Full Time permanent
Community Support Leader	\$ 36,018-44,690	1 Full Time permanent
Senior ABI Rehabilitation Worker	\$ 36,018-44,690	2 Full Time permanent
ABI Rehabilitation Worker	\$ 30,940-37,146	3 Full Time permanent + 8 Part Time permanent
Support Service Attendant	\$ 28,210-34,580	6 Full Time permanent 4 Part Time permanent
Administrative Assistant	\$ 30,030-35,490	1 Part Time permanent
TOTAL	\$665,685-804,066	

What is more, some of the individuals currently on the waiting list are currently receiving care in a hospital or long-term care facility. Not only is hospital care and long-term care more costly forms of care, but they are not the most appropriate settings for these individuals, and it causes them to occupy spaces that could be used by other patients.

The existing Wade Hampton House is currently home to residents from Sudbury, North Bay and New Liskeard, and of 27 individuals currently on a waiting list for placement in similar supportive housing for individuals with acquired brain injuries, several are from other communities across the northeast. In addition to attracting the residents themselves from outside the community, it will draw friends and relatives to Sudbury to visit their loved ones which will no doubt generate additional economic activity in the form of accommodation, meals, and shopping.

DETAILS OF REQUEST

- **Total Project Cost:** \$2,761,000
- **Amount Requested from CGS:** \$150,000
- **Timing of Funding:** August 1, 2016 – December 30, 2017
- **Type of Assistance Requested:** Multi-year grant

BACKGROUND

March of Dimes Canada (MODC) Non-Profit Housing Corporation (NPHC) offers consumers with physical disabilities, including individuals living with the effects of an Acquired Brain Injury (ABI), a single solution for support and care within accessible, affordable housing environments. NPHC supports MODC's vision of "creating an inclusive society" recognizing that people are happiest living in their own home. MODC operates a non-profit apartment building in Oakville and four congregate care homes in Toronto, Sarnia, Hamilton and Sudbury with a total of 88 units. These settings are established to operate with the support of government or third party funding to provide personal support services, rehabilitation programs within one's apartment or shared living environment. The housing and services promote the maximization of independence and community involvement. This setting complements both housing and community based health service sectors.

In 2011, MODC opened the doors to Wade Hampton House, located in a former school located at 2915 Bancroft Drive that was extensively renovated and converted into a 9,700 sq. ft. congregate care home for eight individuals in addition to two one-bedroom apartments. This affordable, supportive housing facility was designed for individuals who are living with the effects of a moderate to severe brain injury. Upon opening its doors, Wade Hampton House was at 100 percent occupancy. This project received capital assistance from NE LHIN, the Ministry of Health and Long Term Care, FedNor, Northern Ontario Heritage Fund Corporation (NOHFC) and MODC. In 2015, an area of the home was renovated in order to accommodate an 11th individual.

There are currently 27 others identified on a waiting list requiring a similar setting that provides both accessible housing and support services. From a statistical perspective, Northern Ontario has a higher incidence of ABI – 2.3 people in 1,000 versus the provincial average of 1.6 in 1,000. The current residents of Wade Hampton House are from Sudbury, North Bay and New Liskeard, and its construction allowed two of these individuals to return to Northern Ontario after being forced to move away to receive the support they require.

FEASIBILITY

The proponent has completed design work and costing with the assistance of Perry & Perry Architects. March of Dimes owns the property which is appropriately zoned for the intended use. Raising the remaining project costs (approx. \$2 million) may be prove challenging, particularly in light of the NOHFC's decision not to support its construction, resulting in a \$1 million shortfall.

From an ongoing operating perspective, there is already a waiting list of 27 individuals in need of this sort of supportive housing, which should allow the facility to be at full occupancy shortly after construction. The North East LHIN has indicated it will support the operating costs once the facility is built.

RELATIONSHIP TO OTHER PROJECTS

None

FIT WITH PLANS

Relevance and relationship to Greater Together: Corporate Strategic Plan 2015-2018

- *Greater Together* identifies increased jobs as one of the performance metrics for measuring the community's economic success. As this project is expected to create 27 new jobs (14 full-time and 13 part-time), it aligns well with this goal. In addition to the permanent jobs to be created at the facility itself, this project will also generate economic activity in the construction sector.
- Quality of Life and Place
 - Quality of life will be enhanced for the individuals living with the effects of ABI, as they will now be able to access the housing and care they require closer to home and their families.

Relevance and relationship to From the Ground Up Economic Development Strategic Plan

- *From the Ground Up* contains an overarching “Everest Goal” of creating 10,000 net new jobs by 2025. This project is expected to create 27 net new jobs as a result of its construction.
- “A leader in health and life sciences”
 - The plan calls for Greater Sudbury to maximize its position as the regional centre for health care services in northeastern Ontario. This project will contribute to this objective by accommodating an additional 10 individuals living with an acquired brain injury and creating an additional 27 jobs in the health care field.

STAFF ANALYSIS

The March of Dimes has a good track record raising the necessary funds and undertaking a project of this scale as demonstrated by their success with the construction of Wade Hampton House. This facility had a construction cost of \$2.8 million for which March of Dimes was able to raise the necessary funds.

As described above this project will create 27 new jobs resulting in a combined payroll of \$665,685 to \$804,066 per annum – helping to reach *From the Ground Up’s* target of 10,000 net new jobs by 2025. The \$150,000 requested from the City represents a good return on investment and could serve to leverage an additional 2.6 million in matching funds. What is more, a \$2.7 million construction project would provide some much needed economic stimulus in the midst of the current downturn. This project will also create much needed supportive housing for 10 individuals living with the effects of ABI and will serve to strengthen Greater Sudbury’s position as a leader in health and life sciences in the region.

Subsequent to its presentation to Council on November, the March of Dimes has also submitted an application to the GSDC’s Community Economic Development Fund for an additional \$150,000.

Despite these positive impacts, Council may also wish to consider that the NOHFC has decided not to support this project, leaving a \$1 million shortfall in the project’s financing. In addition to the \$1 million requested from NOHFC, the proponent is also in the midst of a \$1 million capital campaign. This shortfall may be difficult to makeup in the current economic climate.

TRANSFORMATIONAL VALUE

This project adds 27 (14 FT and 13 PT) permanent jobs to the community at a time when Greater Sudbury has witnessed its unemployment rate increase month over month. \$150,000 represents a relatively small investment on the City’s part to create 27 new jobs and leverage an additional \$2.6 million from other funding sources. Furthermore, this project represents an additional 10 units of supportive housing for individuals living with effects of an acquired brain injury. This will help to alleviate pressures on the healthcare system by allowing these individuals to move from a hospital or long-term care setting into this new facility – such settings are not appropriate for these individuals and represent a much higher cost form of care. This service enhancement will serve to strengthen Greater Sudbury’s position as the regional leader in health and life sciences.

POTENTIAL NEXT STEPS

Should Council wish to prioritize this project, the following steps are recommended:

1. Direct staff to return to Council as soon as possible with a report recommending approval of the funding requested by the proponent of \$150,000 (\$50,000/yr. for three years), conditional upon securing the matching funds necessary to proceed with the project.
 - a. Given the uncertainty of the proponent’s capital fundraising efforts in the current economic climate, Council may also direct that staff prepare an option for enhanced funding of this project in order to increase its potential for success.

PROJECT 11 - DOWNTOWN MIXED USE DEVELOPMENT

Proponent: Downtown Village Development Corporation (DVDC)

PROJECT SUMMARY

The Downtown Village Development Corporation (DVDC) has proposed a concept for a mixed use development project in downtown Sudbury to be constructed by the private sector. This project could include a parking garage, residential space, office space and ground-floor retail space. This project is supported by the Downtown Master Plan (project 14).

The proponent suggests that existing incentives and lack of dollars in the loan/grant funds in the existing CIP do not entice private investors to move forward on development opportunities in the downtown area. The DVDC has identified that the City of Hamilton has an incentive program that allows investors to layer a number of incentives when developing a mixed use building (i.e. one for retail, one for residential, tax relief, grants and loans) which can increase the amount of the overall incentive for a project.

ECONOMIC BENEFITS

Changes to the CIP and allocation of funds to grant/loan programs within the CIP are expected to stimulate new private sector investment in the city's historic downtown core.

Development in the area would increase the City's tax assessment base, provide space for residents, new business start ups, create jobs (temporary construction and ongoing business employment), and boost existing business revenues. It could also improve the aesthetics of the downtown if design guidelines were developed and could provide additional much needed parking spaces in the centre of the downtown core, closer to businesses.

Downtowns are important to a community and are often seen as being reflective of the entire city's image, pride and prosperity. A healthy, active, successful downtown makes a positive statement about the prosperity of a city, sending a positive message to future residents, businesses and investors. Providing incentives for development in the downtown supports the Downtown Master Plan's strategy to transform the core into an active, safe and diverse destination for people, businesses and new investment. It can help to create a downtown that is a destination and becomes a place of pride for the city.

DETAILS OF REQUEST

- **Total Project Cost:** n/a
- **Amount Requested from CGS:** Providing incentives to encourage development in the downtown core of Greater Sudbury
- **Timing of Funding:** Unknown
- **Type of Assistance Requested:** Changes/enhancements to Downtown Community Improvement Plan

BACKGROUND

The Downtown Village Development Corporation (DVDC) is a not-for-profit organization which was established in 2003 to identify and pursue development opportunities, create partnerships, and advocate for and promote initiatives that stimulate business and residential investment in Sudbury's historic core. They are governed by a volunteer board of directors comprised of property owners, business owners and citizens at large.

The City of Greater Sudbury has two Community Improvement Plans (CIP) in place for the downtown community, the Metro Centre CIP and Downtown Sudbury CIP. These programs offer a range of financial incentive mechanisms to stimulate investment and change in the stock of private buildings downtown, including the Tax Increment Financing (TIF), façade improvement grants and building improvement loans, amongst others. Some of these programs are currently unfunded and thus provide no financial incentive to encourage development in the downtown core. In the Fall of 2015, Council directed staff to investigate and prepare options for a possible amendment to both the Metro Centre CIP and Downtown Sudbury CIP, including funding options, as recommended in the Downtown Master Plan.

The Downtown Master Plan recommends that the City “refocus the Tax Increment Equivalent Grant (TIEG – also known as Tax Increment Finance - TIF) Program to match some of the key planning objectives of the Master Plan and Action Strategy, namely the creation of new residential, office and retail space, as well as new structured car parks.”

FEASIBILITY

Development of a mixed use structure was an identified opportunity in the Downtown Master Plan. There is vacant property and/or existing structures available that could be developed into a mixed use structure.

CURRENT STATUS AND READINESS

The DVDC has prepared a concept plan for a mixed use development project in downtown Sudbury to be constructed by the private sector. Complete construction and development plans still need to be formulated.

RELATIONSHIP TO OTHER PROJECTS

This project may be relatable to the Cedar Street Parking Structure which was also presented at the Large Projects meeting. The existing structure currently contains parking and retail space and any upgrades may qualify for incentives provided in a revised CIP, or may encourage additional upgrades such as residential or office space.

FIT WITH PLANS

Relevance and relationship to Greater Together: Corporate Strategic Plan 2015-2018

- Growth and economic development
 - Supports development of the downtown and implementation of the Downtown Master Plan

Relevance and relationship to From the Ground Up Economic Development Strategic Plan

- “A robust entrepreneurship ecosystem”
 - May stimulate business start up and entrepreneurship activities in the Downtown
- “A quality of place and lifestyle that is second to none”
 - May help to attract investment in retail, food and new businesses to the Downtown
 - Supports the development of new, diverse and innovative mixed use development in the downtown core
 - May incorporate design thinking into infrastructure and development projects in the downtown

Relevance and relationship to Downtown Master Plan

- Residential incentives was identified as one of 17 key projects approved by Council in August 2012 in the implementation of the Downtown Master Plan
- This project supports the vision and objectives of the Downtown Master Plan to “grow employment in the downtown”, “make the downtown a centre for living”, “rediscover main streets as settings for investment”
- Specifically it addresses Year 1 action (Section 6.1.3) item #5: to consider all relevant updates to the City’s Zone By-Law and Downtown Community Improvement Plan

STAFF ANALYSIS

Applicant would not be developing the mixed use building itself, but would promote any changes to the incentive program to inform and encourage developers to complete construction projects in the downtown area that best fit the Downtown Master Plan goals and the Community Improvement Plans (CIPs).

These types of developments could also include an affordable housing component, potentially attracting support from related programs.

As per Council direction of October 20, 2016, the Planning Department is currently undergoing a review of the Downtown CIP. Some believe that the existing plan does not provide enough incentive to encourage developers to move ahead with projects in the Downtown. Incentives currently in use are those that have non-cash impacts to the City’s bottom line budget (i.e. tax relief and waived development fees). Changes to the plan could provide additional

incentive(s) that may encourage development in the downtown, which may include a mixed use structure. Any new developments would increase property values and thus the City's tax base. As well, an improved downtown area may attract new businesses, residents and customers.

The current CIP includes a number of funding programs (façade improvement grant, planning fee rebate, building improvement loans, and financial assistance for feasibility studies, building renovation design and business plans), however they are currently unfunded.

This is an interesting project idea that appears to be in the early stages of development – i.e. concept stage. A complete project proposal outlining costs and timelines still needs to be developed.

Funding a Community Improvement Program

Considering the information provided in this report, Council may wish to increase its investment into the CIP in order to maximize the potential to stimulate investment into the Downtown. According to the report on debt financing that was presented to the Finance and Administration Committee on March 30th, 2015, under the current CGS Debt Management Policy, the City may not use debt financing for assets that the municipality does not own. Council would have to use the tax levy to fund any increases in CIP incentives.

It is worth noting that the City of Sault Ste Marie received funding for their \$2.65 million Downtown Community Improvement Program. FedNor Industry Canada provided \$839,500 to support public realm streetscape planning and Northern Ontario Heritage Fund Corporation (NOHFC) provided \$875,500 to support public realm streetscape improvements, a project manager, and a pool of funds for private sector assistance grants. The proposal saw the City of Sault Ste Marie investing \$300,000 and the private sector matching funds in the amount of \$600,000. This may present an opportunity for Greater Sudbury to seek similar funding to support a revitalized CIP for its Downtown

TRANSFORMATIONAL VALUE

Communities such as Hamilton, Ontario and Winnipeg, Manitoba have implemented incentive programs which have been quite successful in attracting tens of millions of dollars of private sector investment into their downtowns. The City of Hamilton has several mechanisms built into their CIP and encourages applicants to stack incentives which can be especially attractive when developing mixed-use structures.

POTENTIAL NEXT STEPS

Should Council wish to prioritize this project, the following steps are recommended:

1. Direct staff to encourage the project proponent to make application to the current CIP to determine eligibility and potential support.
2. Direct staff to consider transition provisions in any revised or new Downtown Community Improvement Program (CIP) to ensure eligibility for applications submitted after April 1, 2016.
3. Review and consider the recommendations resulting from the ongoing Planning Department review of the Downtown Community Incentive Program (CIP), with a view to strategically encouraging development in the downtown.
4. Consider additional investment to support the revised CIP and direct staff to explore opportunities to leverage such an investment with other agencies.

PROJECT 12 - PLACE DES ARTS

Proponent: Regroupement des organismes culturels de Sudbury (ROCS)

PROJECT SUMMARY

Place des arts aims to be a gathering place to celebrate the local “francophonie” but also the arts and culture sector as a whole. Site drawings have been developed as part of the feasibility study and they show the centre being located on the municipal parking lot on the corner of Elgin and Larch Streets. The five-storey building would total 60,000 square feet for various activities throughout the year open to ROCS members as well as the arts community at large. The space would be divided into:

- A bistro/bar seating between 60 and 100 people, with a small stage
- A multifunction hall with room for 100 to 150 people, which could be used as a rehearsal/teaching space or black box studio
- A contemporary arts gallery
- A 299-seat performance hall with a large stage and enclosed control room, adjacent foyer, dressing rooms and green room
- Three artist studios and three workshop rooms
- A boutique selling regional artwork, publications and art supplies
- A youth studio for arts education and outreach activities for children
- Administrative offices for the resident organizations
- Service areas, for example box office, lobby, washrooms, dock, storage space, janitorial, etc.

The objectives of this shared community and cultural space include:

- Adding a key anchor destination to Greater Sudbury’s downtown and encouraging more downtown traffic to other businesses
- Expanding the local performance offerings to include more variety of artistic disciplines
- Increasing the number of artistic activities taking place in Greater Sudbury (estimated 850 activities to take place at Place des arts per year)
- Promoting the “Sudbury Experience” as a cultural tourism product, while highlighting Franco-Ontarian culture
- Encouraging operational/financial synergies among organizations to benefit from economies of scale
- Ensuring that the new building is a model for green practices, including geothermal energy, renewable materials and a green roof
- Strengthening partnerships and expanding outreach of the arts within the community

ECONOMIC BENEFITS

- **Permanent direct jobs created:** 15 additional Full Time Employees (FTE) over and above ROCS member organizations’ current staffing levels
- **Temporary jobs created:** 150 Full Time Employees (FTE) during 18 months of construction

The primary benefits of Place des arts would be evident once the centre is in operations, which are contingent on the activities outlined in the short term. ROCS completed its feasibility study in 2015 with the work of a team of consultants. The assumptions and conditions from the study demonstrate the following potential benefits of the centre:

- During construction 150 full-time workers would be employed over a period of over 18 months, resulting in an increase to the local Gross Domestic Product (GDP) of \$18.7M.
- ROCS estimates that 50,000 people will visit Place des arts in its first year of operations, with rapid growth expectations in the first three years.
- This would generate an annual increase to the local GDP of \$1.7M as well as \$7M in new downtown traffic and visitors. Source: Tourism Regional Economic Impact Model (TREIM).
- Once in operation, Place des arts will generate approximately 10 to 15 full-time equivalent (FTE) jobs in addition to part-time jobs and production/tech personnel on a daily basis for 250 days/year. These are increases over and above ROCS members’ current staffing levels.

- The \$30M construction project would greatly leverage major investments beyond the City's contribution (currently budgeted at \$5M + land). Other investments are targeted at \$24.5M (\$3.25 in private donations, \$8.75M from the provincial and \$12.5M from federal governments).
- Development of the cultural industry workforce in Sudbury in general, which can be measured in part through the Greater Sudbury Annual Cultural Report Card.
- ROCS members would strengthen their ability to capitalize on the French speaking tourism potential. Currently there are 33M people across the Americas who speak French and 275M worldwide.

DETAILS OF REQUEST

- **Total Project Cost:** \$29,960,000
- **Amount Requested from CGS:** \$5M cash + land + ongoing operating support
- **Timing of Funding:** \$2M (prior to 2018) + Transfer of land (2018) + \$1M (2018) + \$2M (2019)
- **Type of Assistance Requested:** Multi-year capital contribution (\$5M over 4 years) + land + ongoing operating support of \$200K/year + annual tax abatement

BACKGROUND

- ROCS is a coalition of seven member organizations, all of whom are francophone professional arts/culture organizations. Members include Carrefour, Le Centre franco-ontarien de folklore, Les Éditions Prise de parole, La Galerie du Nouvel-Ontario, La Nuit sur l'étang, Le Salon du livre and Le Théâtre du Nouvel-Ontario. These organizations represent approximately fifty years of francophone arts and culture in Sudbury, mostly in the creation of new works with a growing community of professional artists. Their programming, often offered in both French and English, over the years has earned Sudbury a reputation as a rich francophone cultural centre regionally and, in some cases, internationally.
- Throughout these fifty years, these organizations have made several attempts to cohabitate and collaborate. In the 1970's many were housed in the same building for a few years, but with structural issues with the building, they were forced to disperse as no other shared space was available at that time. Currently Carrefour and Le Salon du livre have offices in the same building.
- ROCS was formed in 2007 following a recommendation of the États généraux de la francophonie du Grand Sudbury, a cross-sectoral roundtable. ROCS adopted the purpose of better coordinating the cultural calendar and giving the sector a common voice. In 2010 it was given the mandate of pursuing a shared cultural center.
- An overview of ROCS' recent accomplishments to date include:
 - In 2012 Le Théâtre du Nouvel-Ontario was approved for \$50,000 in funding through the GSDC towards a feasibility study for Place des arts. The study was presented to GSDC Board summer 2015, and it is available upon request in full or in summary. It met all deliverables as per the funding agreement despite delays in securing funding from other sources; a condition on GSDC's contribution.
 - During this time ROCS also secured funding from other sources towards capacity-building for member organizations, e.g.: cultural tourism, governance, social enterprises, succession planning, etc. This work was deemed necessary prior to co-habiting. For example, together with the GSDC and the Greater Sudbury Public Libraries it hosted a workshop series open to the community at large, ArtsBuild Ontario. ROCS also partnered with the Sudbury Arts Council to host two editions of the Mayor's Celebration for the Arts.
 - ROCS has taken many steps to date to build capacity and work together as seven separate boards of directors and staff teams. It has worked through the steps leading up to the capital stage with caution in mind for the risk implications for each of the organizations. During this time ROCS has played an important role in coordinating work and forging partnerships beyond its membership and into the broader local arts and culture sector.
 - A combination of staff and board members from the individual ROCS organizations has incorporated "Place des arts" as a legal not-for-profit entity last year. At present there are seven board members of Place des arts and Paulette Gagnon is the Director of Development.

FEASIBILITY

As noted above:

In 2012 Le Théâtre du Nouvel-Ontario was approved for \$50,000 in funding through the GSDC towards a feasibility study for Place des arts. The study was presented to GSDC Board summer 2015, and it is available upon request in full or in summary. It met all deliverables as per the funding agreement despite delays in securing funding from other sources, which was a condition on GSDC's contribution.

This feasibility study sought to answer several questions, all of which were underpinnings to the project's success, and it did so while also considering the impacts of ROCS member organizations. Some of the assessments found in the full study consider the following:

- Under what governance model would the new centre operate?
- What business model for the bistro would ensure it is self-sustaining?
- How could the centre operate with a level of public funding reflective of our local context?
- What are the best practices of similar centres found in other cities?
- What are realistic programming (rental) targets and would a community of this size support it?

The results of the feasibility study were positive, showing that the centre, with sufficient levels of public/private/earned revenues, could be feasible for this city.

CURRENT STATUS AND READINESS

Place des arts has received conditional support from the GSDC to pursue pre-capital work on the project. These funds have not been released to the applicant as they are pending confirmation on whether this project will receive an endorsement from Council.

Place des arts anticipates beginning construction in 2018 and opening the centre in 2020. There would be considerable work required to secure the necessary funding (\$29,960,000 in total) from the municipal, provincial and federal governments as well as raising a portion from private sponsors. Since developing the feasibility study, Place des arts has drafted a detailed work plan to conduct this work and then to proceed to the site preparation and construction.

The seven member organizations have dedicated staffing, volunteers and funds towards the project to date and there are plans for them to earmark additional funds in order to demonstrate their own commitment during the fundraising period. That said, it is unlikely that these not-for-profit organizations would have the capacity to undertake a project of this size without public assistance on top of their current programming.

RELATIONSHIP TO OTHER PROJECTS

ROCS itself is a coalition of seven partner organizations. As well, partnership plans are in place with a number of groups that would rent the venue. Many letters of support for Place des arts were provided along with the funding application and are available upon the request. Some of these letters are from organizations that operate or rent out cultural or artistic facilities of their own.

FIT WITH PLANS

Relevance and relationship to Greater Together: Corporate Strategic Plan 2015-2018

- **Growth and economic development**
 - Place des arts has identified its preferred site as being in the downtown core; activities held at the centre would attract people to the downtown, creating an overall more vibrant downtown experience.
 - The centre could foster economic activity within the arts sector, diversifying the local economy.

- Responsive, fiscally prudent open government
 - Place des arts has been actively working with likeminded organizations to maximize available resources.
 - ROCS has developed a comprehensive feasibility plan for the centre, as well as business plans for the bistro and rental availability, all of which helps to ensure that public support is being invested according to sustainability of the centre's operations.
- Quality of life and place
 - The programming through Place des arts would promote a quality of life that attracts and retains youth and also appeals to professionals, seniors and the community at large, taking into consideration all of Greater Sudbury.
 - The centre would provide a publicly accessible space to provide opportunities for a variety of arts and community uses.
- Sustainable infrastructure
 - Place des arts building drawings demonstrate a commitment to sustainable building practices.

Relevance and relationship to Greater Sudbury Cultural Plan

- Creative Identity
 - A dedicated arts centre would contribute towards "growing beautiful environments that reflect the cultural richness and heritage of the city and designing infrastructure with intention and creating a cultural estate".
 - Place des arts would allow organizations to expand their programming potential and increase accessibility over a variety of audiences.
 - The centre could showcase the community's strong francophone identity and cultural diversity.
- Creative People
 - Place des arts would support the retention of talent within the creative industries, creating an environment that supports these cultural workers.
- Creative Places
 - Place des arts is geared to be a shared space used by core tenants (ROCS members) as well as others in the community. As a result they could maximize synergies and incubate creative initiatives among users.
 - By leveraging economies of scale and with public subsidies, Place des arts would allow for affordable and accessible professional cultural spaces.

Relevance and relationship to From the Ground Up Economic Development Strategic Plan

- "Nationally recognized centre of artistic excellence, vibrancy and creativity"
 - A dedicated arts facility that houses a variety of artistic disciplines would create a centralized hub of activity that reflects the cultural richness and heritage of Greater Sudbury.
- "A quality of place and lifestyle that is second to none"
 - Place des arts would bring ROCS members activities in one primary venue, which could encourage an increase in programming capacity. This would enhance the variety and awareness of events that contribute to quality of life and downtown revitalization.
- "One of Ontario's top tourism destinations"
 - A performing arts centre/gallery is listed as a high priority use for investments in facilities needed to support the growth of tourism.
 - Place des arts would house a year round calendar of events that would contribute towards product and experience development.

Relevance and relationship to Downtown Master Plan

- The Place des arts was identified as one of 17 key projects approved by Council in August 2012 in the implementation of the Downtown Master Plan.
- Place des arts would represent the first multi-disciplinary professional arts centre in the city, which would put Sudbury on the map within the region and also likely on a national scale.
- The centre has the potential of “creating a destination attraction in the Downtown” area, which is one of the objectives listed in the Downtown Master Plan.

Relevance and relationship to EarthCare’s Active Transportation Plan

- Place des arts would benefit from having ground level public space providing infrastructure that supports active lifestyles. Having sheltered bicycle parking, an outdoor four-season water fountain along with the proposed shower facilities for staff – these are all considerations that would encourage active transportation.
- There may be potential to explore these and other opportunities as part of any partnership agreement resulting from a municipal investment in this project

STAFF ANALYSIS

There has been much discussion for many years about facilities in Sudbury, whether the Sudbury Arena, the Art Gallery of Sudbury, the Sudbury Downtown Indie Cinema Co-operative, the Main Branch Library, the Synergy Centre, Arts Junction and different iterations of multipurpose facilities. The shortage and the need for dedicated and multipurpose, professional and community cultural spaces have been well documented. Several of these projects are in development stages and capital investment requests might be on the medium-term horizon. Although Place des arts has been in discussions with these other projects, there are no concrete plans to merge with any of them at this time. It would seem that these projects each have their own distinct vision of what gap their facility serves to fill. They report continued work in collaborating with these projects to seek complementary areas, and to ensure that there is a strong group of partners that would be willing to rent Place des arts, including Anglophone arts and community groups.

ROCS has extended its community outreach to include work with stakeholders outside the ROCS seven-organization membership. The purpose of this pre-construction phase is to prepare the local arts community for performing on a larger stage. ROCS has actively worked with members of the Sudbury arts community to raise capacity overall. For example, ROCS partnered with Greater Sudbury Libraries and the GSDC to bid on and co-host a two-day ArtsBuild Ontario workshop. ROCS sees this work as important to ensure the centre’s sustainability once open.

The Place des arts feasibility study was presented to the GSDC Board in the summer 2015 and the full study is available upon request. It demonstrated positive results, with 250 days of occupancy per year. It shows that in year 1 of operations earned revenues will account for 65% of the budget, increasing to 70% by year 5 (the remainder would be subsidized by public funding - \$200K by the City). Its revenue model hinges on ROCS’ ability to fill the rental calendar as much as possible, which means partnering with outside users.

Regarding the time it has taken for ROCS prepare itself, it should be noted that the seven member organizations (staff and boards) are advancing the Place des arts project while carrying out their regular operations. Some of the organizations host large scale annual events, while others operate year round programs. They have invested their own revenues into the project, though amounts have been modest so as not to compromise their current programming. One additional contract staff member has been brought in to advance the project’s development.

ROCS plans to start approaching provincial and federal funders for the capital project by the end of 2016, expecting this process to last until 2018. It will be unable to advance these requests without the support of City Council. ROCS hopes for a decision to be made by City Council by summer 2016.

In considering a municipal investment in the Place des arts project, Council may wish to consider the following points:

- It demonstrates a solid commitment towards downtown revitalization with the development of a new cultural centre in Sudbury.
- ROCS has conducted extensive planning on the project to date, evaluating its feasibility from multiple points of view.
- The facility is intended to be used as a multipurpose space (e.g.: performance hall, office space for several organizations, bistro, boutique, gallery, entertainment events, educational programming).
- It provides the community with access to a professional arts space in the downtown core.
- The centre has the potential to create significant economic impact in terms of GDP and tourism draw, as per the results from the feasibility study.
- It encourages collaboration among groups and supports crucial development of key players in Greater Sudbury's arts and culture sector.
- There is solid potential for sharing of lessons learned as part of development of governance and market development strategies.
- Of Place des arts' different spaces, its largest is a 300-seat theatre, which would not accommodate the 400 to 800-seat gap faced in Sudbury.
- The indirect spin-off economic outcomes for the downtown are difficult to measure for this project.
- Funding from other sources is not yet confirmed.
- The project relies on public funding in order to be operationally sustainable.
- The City would lose a 60-space parking lot, which currently operates at 90% capacity, generating \$74,366 in 2015.
- Increased activities would mean increased demand on a finite number of parking spaces.

ROCS has obtained significant community support for its efforts and there has been considerable consultation with the arts community. There have been numerous discussions around municipal support for multipurpose cultural facilities, yet the developments have not yet been realized. The design concept of the building has been tentatively drawn to satisfy the needs of the seven ROCS members, with opportunities for changes based on further community engagement.

The location of the proposed property is across from the Laurentian School of Architecture, and the project hinges on whether the municipality demonstrates support. Likewise the federal and provincial funding for both the pre-capital and the capital phases of this project are not confirmed.

To date the GSDC has funded ROCS in the amount of \$50K towards the Place des arts feasibility study. In February 2016 the GSDC conditionally committed an additional \$64,100. This funding is conditional on City Council's endorsement of the project. It should be noted that some of the funding outlined in this Phase III of the project would be earmarked for specific areas of the six activities.

In order to be feasible, Place des arts will rely on ongoing public funding, which is common for many similar community facilities. ROCS provided a comparison of other publicly funded arts complexes shows that Place des arts' subsidy is on the lower side of the scale (refer to the presentation slides to Council from November 27, 2015 for samples), however it should be noted that staff have not vetted these comparisons within a larger context, so a more robust industry scan has been included in a recommended next step should Council wish to prioritize this project.

Should Place des arts apply for Operating funding through the Arts & Culture Grant Program, as do all of the seven ROCS members, it would put strain on the grant funds available. Place des arts estimates requiring \$200,000 per year in support for the new building and in 2015, ROCS members received \$238,750.00 of the total \$637,054 in the City's Operating Arts & Culture Grant funding envelope. Should Council decide to fund Place des arts on an operational basis, its rental rates would be subsidized and there could be a reduction in rental demand for the existing spaces of similar size (e.g.: Sudbury Theatre Centre, Sheridan Auditorium, etc.). Some of these facilities are registered charities and also receive a tax abatement based on By-law 2003-95F; Place des arts will be seeking the same consideration. The full impact on current facilities should be assessed in more detail.

The issue has been raised that Sudbury's downtown core has a finite number of parking spaces. The City maintains 1,976 parking spots in the downtown including 431 on-street meters and 1,645 spaces in lots. Of these approximately 1,000 are allotted to monthly parking pass holders, and the remaining are made available for short term use. Detailed maps are available upon request, which also outline the approximately 1,920-spots worth of parking in private lots.

Place des arts, as a destination attraction, will increase traffic to the downtown, which in turn could increase pressure on parking. However, based on conversations with ROCS, the programming would be structured primarily in evenings when municipal parking pressures are alleviated after business hours. Place des arts could be encouraged to promote active modes of transportation for its patrons and staff.

Place des arts would have multiple activity spaces, with the performance hall seating approximately 300 people. Greater Sudbury's inventory of cultural spaces includes theatres of different sizes and functionalities, for example:

- United Steelworkers Hall seats 120
- Dynamic Earth Atlas Copco Theatre seats 125
- Thornloe Ernie Checkeris Theatre seats 157
- Theatre Cambrian seats 234
- Sudbury Theatre Centre seats 289
- Sudbury Secondary Auditorium seats 450
- Laurentian University Fraser Auditorium seats 669
- Glad Tidings Tabernacle seats 1,200
- Sudbury Community Arena seats 5,100 (includes standing room)

Despite a gap in the 600-800-seat range, Place des arts has opted to plan for a smaller capacity to suit the needs of its core members and the organizations it consulted with. Despite offering specific high caliber professional arts spaces, it could be expected that existing facilities serving a similar capacity would experience a lesser demand for rentals as a result of Place des arts. This could be the case if both supply and demand for cultural/artistic programming remains at current levels.

ROCS' Director of Development has initiated conversations with other downtown arts project that are in development to seek opportunities for collaboration. The proponent submitted a collaborative report along with other projects to summarize the similarities and differences among the Art Gallery of Sudbury, ArtsJunction, Place des arts, the Sudbury Indie Cinema Co-op and 162 Arts Hub, and it is available upon request. Of these five projects Place des arts demonstrates significant planning and articulation of the project. It is clear that these conversations among projects should continue in order to coordinate the approach to funding downtown developments.

Staff from Economic Development has discussed initial plans with other CGS department representatives:

Planning – Since Place des arts would be located in the downtown core there is no requirement to provide parking for patrons and staff. The area is zoned C-6 so this is not an issue according to the Zoning By-law.

Building Services – Place des arts drawings show the building rising five storeys, which may have implications for the neighbouring buildings. Snow accumulation on the lower roofs of adjacent buildings could be a concern which would need to be addressed, including arrangements with those building owners to reinforce the roofs. Building permits would also require two to four-hour fire separation walls. The soils tend to be marginal in this area so there may be the need for specialized foundation after a complete soils assessment. The Building Code designation of A2 use would make this a public building, and as such compliance with accessibility standards should be considered. There are no minimum set back from the road.

Real Estate – ROCS expects the value of this parcel of land to be \$500,000. This has not been confirmed by staff in the Real Estate department.

Parking – As noted in other sections, parking in the downtown core could be under pressure with a new destination attraction. The preferred site is located on a municipal parking lot which provides 60 pay-and-display parking spots. Should Place des arts secure this site, parking relocation will need to be addressed.

TRANSFORMATIONAL VALUE

Place des arts leverages Greater Sudbury's francophone culture to bring a flagship destination in cultural tourism. The centre could enhance the community's reputation beyond what each of the ROCS members could do individually.

In terms of downtown revitalization, Place des arts is identified as a priority project that could raise the profile of Greater Sudbury as a vibrant arts and culture hub for Northern Ontario.

Place des arts, with its different options for space configuration, could fill a need in the community for unique venues for events. That said, there are other facilities in the city that currently offer 100-300 seat capacity.

POTENTIAL NEXT STEPS

Should Council wish to prioritize this project, the following steps are recommended:

1. Convey Council's conceptual support of Place des arts to the GSDC Board to meet the condition outlined in the Board's resolution of February 10, 2016.
2. Direct staff to return to Council and/or appropriate Council Committees as soon as possible with a comprehensive plan to support the Place des arts project. This plan should address the following elements:
 - a. Transfer of land or other long term options to provide municipal property for the project, including the property tax implications of any options put forward and steps to mitigate for the loss of municipal parking spaces.
 - b. Confirmation that outstanding design challenges can be addressed
 - c. Capital funding totaling \$5 million to be provided starting in 2017 and completed by 2020
 - d. Recommendations for ongoing operational funding for the Place des arts facility including a framework for a future funding agreement and governance relationship, a review of best practices in other municipalities and an impact assessment on existing facilities.

PROJECT 13 - SEED TO PLATE COMMONS

Proponent: Eat Local Sudbury Co-op (ELS)

PROJECT SUMMARY

The Seed to Plate Commons project aims to increase Eat Local's current business activities and incorporate related business activities that will help achieve a strong, sustainable business model.

The project was presented with ambitious timelines due to some existing limitations experienced in the current location. The need to increase the retail floor space and accommodate opportunities to increase programming and business development projects was the inspiration for the Seed to Plate Commons project. The overall project is a development of a downtown food centre that supports the growth of regional farm businesses, promotes healthy eating, and attracts residents and visitors.

The proposed location is next to the CP station on Elgin Street in downtown Sudbury. It was selected as a marriage point between historical market locations, cohesion with Downtown Master Plan and its potential to have significant community impact. The project proposes to construct a new 7000 sq ft facility. The anchor of the facility will be the 4500 sq ft of retail space that allows Eat Local Sudbury Co-op to provide locally grown and produced foods all year round, seven days a week. The facility will also include space to run The Market (housing both indoor and outdoor vendors), community rooftop greenhouse, teaching kitchen, meeting rooms and offices. The multi-use space would house the Eat Local Sudbury Co-op's programming that will facilitate immersive teaching that will increase food skills and food literacy in the community, as well as be available for rent by community organizations, including some of their current tenants, such as Fruit for All.

Since the project was presented in November, Eat Local Sudbury Co-op has amended their approach and will be reaching out to GSDC, FedNor and NOHFC to look at funding a staged approach to evaluating the project that follows a more realistic timeframe, once the location is confirmed.

ECONOMIC BENEFITS

- **Permanent direct jobs created:** 4 Full Time Employees in Year 2; 2 Full Time Employees in Year 3
- **Temporary jobs created:** Construction

DETAILS OF REQUEST

- **Total Project Cost:** \$4,452,500
- **Amount Requested from CGS:** \$1,024,075 one time grant, long term lease of land at a nominal rate and \$50,000 for 5 yrs to operate The Market
- **Timing of Funding:** 2016-2020
- **Type of Assistance Requested:** Grant/ Long term lease of land/ Market Operations

BACKGROUND

Eat local Sudbury Cooperative is a not for profit social enterprise that works to increase the production and consumption of local foods in northeastern Ontario. Eat Local has been operating since 2007 and is currently generating approximately \$1 million in annual revenue and has over 800 members.

Over the last four years, Eat Local Sudbury Co-op has increased its sales from \$150,000 to \$900,000. They have diversified their offerings in the retail store and become more involved in pan northern partnerships.

In 2015, Eat Local took over the operations of The Market for half its season and achieved great success in a short time. Early in 2016, they were awarded the full season contract to operate The Market, and have already been making positive contributions and influencing how best to launch the new Market season.

On March 21, Eat Local launched a fundraising campaign in reaction to an immediate need to generate cash and increase member engagement. Although the public campaign has represented that the store is at risk of staying open, staff have reported to City staff that the project will still be a priority, as it is seen as a necessary step in order to sustain the growth momentum Eat Local has recently experienced. They require a new location with better access to pedestrian and vehicle traffic, that also has the adequate floor space needed for the retail and business projects it is involved in.

FEASIBILITY

Eat Local Sudbury Co-op has stated they are not financially viable in their present location. If Eat Local is able to meet their current sales and fundraising targets, it will strengthen their ability to realize the Seed to Plate commons, as it shows their ability to manage under pressure and increase member/community engagement. The recent changes in staffing or the board, may impact how the project moves forward.

CURRENT STATUS AND READINESS

The project needs additional planning to continue.

RELATIONSHIP TO OTHER PROJECTS

Eat Local has connected with a few of the projects presented on November 27th. There is a lot of support among the downtown projects but none have identified tangible partnership opportunities. For example, Eat Local has discussed partnership with the library on the topic of food literacy. They support one another's projects, but have not identified any opportunity for partnership on the capital projects

FIT WITH PLANS

Relevance and relationship to Greater Together: Corporate Strategic Plan 2015-2018

- Growth and Economic Development
 - The Seed to Plate Commons may help to realize some goals of the Downtown Master Plan and development of downtowns as a destination for food and tourism.
- Quality of Life and Place
 - The project redevelops a public space adding a facility that will aim to grow The Market and provide a public access space for the community to enjoy. It also helps to create a more vibrant downtown.

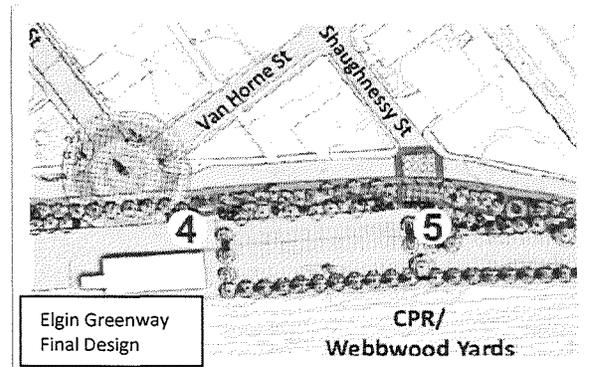
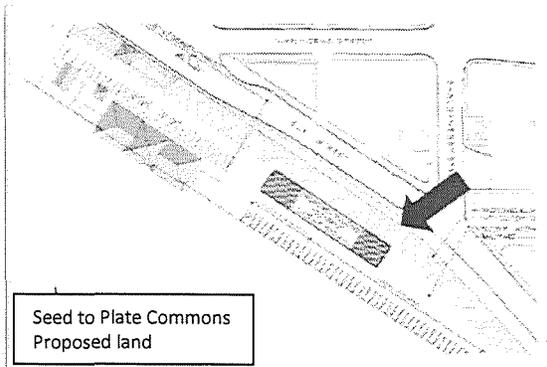
Relevance and relationship to From the Ground Up Economic Development Strategic Plan

- "One of Ontario's Top Tourism Destinations"
 - Investment in facilities, places and initiatives help grow tourism. The Seed to Plate Commons project aims to be a destination for visitors and locals alike by building an attractive and thriving food centre in the downtown.
- "A Robust Entrepreneurship Ecosystem"
 - The Seed to Plate Commons project plans to provide business incubation services through its operations of The Market and additional programming offered.
- "A Quality of Place & Lifestyle That is Second to None."
 - The project aims to revitalize and redevelop downtown by building an attractive and easily accessible one-of-a-kind local food grocery store experience for everyone.

Relationship to the Downtown Master Plan

- The Downtown Master Plan acknowledges that Downtown is an unrivalled destination for food in Sudbury. The combination of the number and quality of locally operated restaurants and cafés, The Market bakeries, along with delis and specialty food shops creates quaint corners of the downtown for foodies, is cited as a unique offering not found in other northern communities.
- The plan also suggests that there is an opportunity to grow specialty based retailers appropriate for Sudbury's context, such as local food and drink, northern apparel, sporting goods, student lifestyle, arts, health services, to build on its strengths and continue to revitalize the core.

- A significant recommendation was the redevelopment and greening of Elgin Street downtown. The Elgin Greenway is a project that has been developed since the Downtown Master Plan was launched and is currently in the final stages of detailed construction designs. Council has committed \$1M from the roads budget to invest into the Greenway's transformation. When examining the proposed location of the Seed to Plate to the detailed designs of the Greenway, the positioning of the new 7000 sq ft building falls between two areas of the design, now called "Community Market Plaza" and the "Green Plaza".



- The Seed to Plate Commons proposed land requires a 30m set back from the rail yards and would impact the greenway design as well as parking capacity.
- The building would mean losing a minimum of another 55 parking spaces from what was left in the Greenway design. In addition, the request from Eat Local may include designated use of potentially 10 spots for their customers etc. This would mean additional lost parking revenue for the City.
- As it stands, the final design of the Elgin Greenway does not take into consideration a building where Eat Local Sudbury has proposed, additional design considerations would need to be undertaken. If Council supports the Elgin Greenway as currently designed, the Eat Local Sudbury proposal cannot proceed as proposed.
- If the two projects do not fit as currently proposed, there could be an opportunity to consider how the existing CP building may be utilized for the Eat Local project.

STAFF ANALYSIS

Although the Board and staff have been working hard over the last several years to increase Eat Local's awareness and involvement in food access and security in the North, they have never taken on a construction project to the scale and magnitude of the proposed project.

In February of 2016, staff changes were announced and the Board is seeking a new Executive Director. The outgoing Executive Director has agreed to stay involved on a volunteer basis, to help with both the Seed to Plate Commons project, as well as The Market operations contract. The proponent has initiated steering committees that will continue to assist with the management and development of each project.

Recent media reports indicate that Eat Local faces some emerging operational challenges but, in discussions with staff, Eat Local has stated that they are forging ahead with the Seed to Plate Commons project as they see it as a necessary next step toward sustainability. Although the project as presented on November 27th may change, there is still the need for Eat Local to find a more appropriate location in which better houses the scale of business they have developed.

It is understood that the Eat Local Board intends to increase their involvement in the regular management of the store and restructure the operations as needed. They will also be changing the approach the Seed to Plate Commons project to staged milestones to better manage the planning and resources, first stage focusing on design, engineering, investment development and project management. New applications will need to be submitted to the GSDC, FedNor and NOHFC at a minimum.

Economic Development staff will continue to offer support and work with Eat Local as they navigate through the current transition of staff, project planning and funding

TRANSFORMATIONAL VALUE

The project has the potential to ignite change in the downtown by attracting more people with easy to access local food not found elsewhere in Northern Ontario.

POTENTIAL NEXT STEPS

Should Council wish to prioritize this project, the following steps are recommended:

1. Confirm the final design of the Eglin Greenway project.
2. Should the Greenway design be confirmed as currently envisioned, direct staff to work with Eat Local Sudbury to explore opportunities for an alternate location, including the potential use of the CP station building.
3. Request that the GSDC Board give full consideration to an Eat Local request for support to complete a functional program, engineering, detailed design and capital cost estimates for the project once a preferred location has been identified.
4. Based on the results of the previous steps, consider a budget option as part of the 2017 budget process in support of the capital request for the project.

PROJECT 14 - SOUTH REGENT SPORTS & ENTERTAINMENT COMPLEX

Proponent: Dalron Group Inc. and ICC International Coliseums Company

PROJECT SUMMARY

The intent is to create a new destination development in the South End of the City of Greater Sudbury. The proponents argue that not only does the existing Sudbury Community Arena need to be replaced, but the South End of the City needs some commercial critical mass in order to balance the City's tax base.

The proposed arena project would accomplish both goals by replacing the aged downtown arena with a new state-of-the-art facility that will be an attraction for all sorts of events such as concerts, major sporting events, conferences, etc.

Another outcome of the proposed sports & entertainment complex is the potential expansion of additional commercial development in the land surrounding lands such as hotels, restaurants and retail.

ECONOMIC BENEFITS

Economic benefits: Increases the tax assessment base, creates immediate jobs, uses existing infrastructure and amenities, boosts retail / service development and generates millions in dollars spent by attracting tourism spending.

Social benefits: Improves sense of place and pride in the city, supports other priority community social infrastructure projects, and builds on our reputation of being the center of Northern Ontario.

Environmental benefits: Demonstrates smart growth principles, allows for the use of modern environmentally sustainable methods of construction, removes an old inefficient building and replaces with a new structure with modern building systems and technologies.

DETAILS OF REQUEST

- **Total Project Cost:** \$74M
- **Amount Requested from CGS:** Some contribution towards the capital component and \$1.5M every year as an annual user fee
- **Timing of Funding:** Not defined
- **Type of Assistance Requested:** Capital contribution amount was not defined but it was suggested that CGS would contribute in some form (e.g. credit towards DCs, investing in the infrastructure that the municipality would ultimately own, direct contribution to the cost, etc.) Contribution to on-going operations in the amount of \$1.5M as an annual user fee

BACKGROUND

A consortium of private-sector companies is proposing to construct a 6,500+ seat multi-use sports, entertainment, and business centre in the City's South End off of a future extension of Remington Road from Regent St. to Algonquin Drive.

The private consortium is made-up of Dalron Group, a local developer and the owner of the proposed site, ICC International Coliseums Company, a company specializing in the development of event centres, and McCor Management, one of the largest real estate & property management companies in Canada.

Based on the list of individuals identified in the application and listed below, the proponents seem to have assembled a competent team capable of developing a multi-use sports & entertainment complex as proposed.

The governance structure is yet to be determined; however the group currently consists of: Dalron Group Ltd., Ron Arnold – President, John Arnold, ICC, Rick Kozuback – President, McCor Management Inc., Luc Comeli – President and Fabio Fiumana – Consultant for the project.

Conceptually, they are proposing to build an event centre, hotel, retail, sports village, external ice pad & other facilities, totaling 125,000 square feet on about four acres of land. They initially estimate hosting 112 events annually such as sporting events at all levels, conventions and business events, concerts and other performances, etc.

The proposed location is currently zoned M2-Light Industrial and would likely need a rezoning to a commercial zone to accommodate the proposed development. Further analysis is also required to determine the available capacity within the water distribution and wastewater collection systems. The site is located on or within close proximity to key intra- and inter-city transportation links.

FEASIBILITY

The project's feasibility cannot truly be determined based on the information provided. It does not appear, however, that the location proposed can accommodate the development without a rezoning.

The feasibility of connecting to services needs to be determined, as well constructing the connecting road (Remington through to Algonquin)

CURRENT STATUS AND READINESS

The site is not currently zoned to accommodate the proposed sports & entertainment complex, and would therefore need to be rezoned.

The proponent also appears to have assembled an appropriate team of specialists related to local land development, with specific expertise in designing, financing, building and operating the type of sports & entertainment complex being proposed.

RELATIONSHIP TO OTHER PROJECTS

Another proponent is proposing to build sports & entertainment complex of a similar size and scope in the City's East End.

Both developments identify the potential for other complementary uses such as hotels, retail establishments, restaurants, etc. Both of these projects also provide an opportunity to develop a coherent vision for development in the surrounding area and should be seen as a catalyst to accelerate the achievement of such a vision.

Future proposals for a new casino in Sudbury will likely include conference and performance facilities as ancillary to the casino. Potential bidders for a new casino have also indicated an interest in partnering in the development of a new sports & entertainment facility, if located in the immediate vicinity of the casino. If this occurs, the business case, costing model and municipal involvement may vary greatly. Moreover, the business case for the proposed Synergy Centre also changes drastically if a new casino includes conference and performance facilities.

FIT WITH PLANS

Relevance and relationship to Greater Together: Corporate Strategic Plan 2015-2018

- **Growth and economic development**
 - A sports & entertainment complex of this nature can help stimulate growth and increase conferences, sports and events tourism
 - It would also contribute to an economically stronger northern Ontario
- **Quality of life and place**
 - New facility would contribute to sense of community pride and raise profile of the city for external audiences
 - It would allow for the expansion of programs and services designed to improve the health and well-being of our youth, families and seniors

- Responsive, fiscally prudent open governance
 - A proper Request for Proposal (RFP) process will enable Council to focus on openness, transparency and accountability in making such an important decision
 - It will emphasize the relationship between governance, community engagement and information, in support of better decision-making
- Sustainable infrastructure
 - A new sports & entertainment complex may be more sustainable in relation to the ongoing physical and maintenance challenges currently faced by the Sudbury Community Arena

Relevance and relationship to From the Ground Up Economic Development Strategic Plan

- “One of Ontario’s top tourism destinations”
 - Investing in this type of facility would support tourism growth
 - It would strengthen the tourism industry through proactive destination development
- “Quality of Place and Lifestyle that is Second to None”
 - Such an asset to the community helps make Sudbury a place where people want to live

STAFF ANALYSIS

The type of process required for the scale of such a significant facility – a once in a generation project – is quite complex. An investigation into a very recent Canadian example revealed a significant investment in both staff time at the senior management level, as well as outside expertise from consultants specializing in these sorts of developments with long-term implications for the municipality and community as a whole. The following outlines the general scope of work for each of the different types of consultants required for a sports & entertainment facility of this magnitude.

1. General financial advisory services throughout the procurement process
 - a. Assist the municipality with the development and authoring of a detailed Request for Proposal document
 - b. Advise on engaging other outside expertise, as needed
 - c. Serve as a technical advisor during the RFP’s open competition period
 - d. Participate in face-to-face meetings with the bidding proponents and city representatives during the RFP’s open competition period
 - e. Participate in the RFP evaluation process, and
 - f. Provide recommendations to the City as to which proposal is in the City’s best interests, from a design, operational, financial, technological, etc. perspective
2. Legal Counsel to assist the City’s in-house legal team
 - a. Experienced legal advisors related to design, build and finance agreements of this scale
 - b. Advise on long-term (20-year) operating agreement, which form part of the RFP process
3. Market Analysis
 - a. Complete detailed market analysis confirming the ideal number of seats and type of ancillary uses that can be supported in a given region/market
 - b. Create a robust business case through the development of a pro-forma financial model
 - c. Incorporate various assumptions and inputs relevant to the viability of the commercial operations of the proposed sports & entertainment complex
4. Other sub-consultant expertise engaged throughout the process
 - a. Project management and evaluation assistance to develop a Request for Pre-Qualification (RFQ) process
 - b. Sub-consultants acting as facilities and construction advisors

The investment made in this example to ensure the municipality's best interests were considered throughout the procurement process is in the order of over \$800,000, which represents less than 1% of the facility's overall construction value. This is in addition to key members of the senior management team spending 80% of their time during this process.

The timeframe in this example took approximately 5 years from a preliminary market analysis being presented to their Council, through to the RFP process, and a final decision to proceed to construction. Staff have learned that it also took approximately 5 years from market feasibility to start of construction in other examples in St. Catharines and Thunder Bay. Each city also expended significant dollars to ensure the city was well-advised throughout the process.

A properly defined Terms of Reference through and RFP process, however, is necessary to yield the information required in an open and transparent manner, allowing Council to make a decision on moving forward with a new event centre. Some preliminary areas for consideration include:

- Another proponent is proposing to build and sports & entertainment event centre in the City's East End (Kingsway across from Levesque St. area)
- Consideration as to whether it is in the community's best interest to have such a facility in the downtown
- If not downtown, future consideration should be made with respect to potential uses for the existing Sudbury Community Arena
- Consideration for amenities complementary to a sports & entertainment facility need to form part of the decision process
- It is anticipated that the City will be expected to contribute to the project and be a partner in the development and on-going operation of the facility
- CGS's involvement is also critical in accessing funds from other agencies such as FedNor and NOHFC, for example
- A new arena and event centre, especially if it includes additional ice pads, may lead to a requirement to close other arenas in the City. In this case, if the South End project proceeds with additional ice pads, it would result in an imbalance in that area of the City as the Gerry McCrory Countryside Sports Complex is in close proximity

While there are not enough details at this early stage in the process to evaluate the extent and level of involvement by the private sector in the proposed project, it is clear that the proponents (as well as those involved in the True North Strong project) are proposing that the private-sector play a significant role in the design, build and on-going operations of a new sports & entertainment complex. This approach has the benefit of minimizing the impact on the City's budget.

There is an identified need through various reports and Council and community discussions, master plans and strategic plans, etc. for a new sports and entertainment centre. A proper market analysis has not been completed to examine our market potential, determine the number of seats ideal for our market size, location, complementary amenities, etc.

TRANSFORMATIONAL VALUE

As mentioned, the need for such a facility has been identified through various reports and Council and community discussions, master plans and strategic plans, etc. for a new sports and entertainment centre. Such a facility could boost tourism by enabling our community to host a variety of regional, provincial and national sporting events, as well as large-scale tournaments; it would attract more performances, shows, concerts; enhance community pride; increase the tax base; etc.

The proposed development is also a catalyst to developing the rest of the surrounding business/industrial park lands in the immediate vicinity of the event centre. This, in turn, increases the community's availability of prime employment lands and our attractiveness to future investment opportunities.

POTENTIAL NEXT STEPS

Should Council wish to prioritize this project, the following steps are recommended:

1. Direct staff to create a project working group comprised of senior staff from appropriate corporate divisions including CAO, Planning, Leisure Services, Purchasing, and Legal to oversee the development of this process.
3. Direct staff to proceed with engaging the services of a consultant on a staged scope of work (which may include a market analysis and pro forma), to assist Council and Senior staff to determine criteria for a new sports & entertainment complex (size, type, amenities, etc.), to review and decide on potential funding models and partnership structures, and ultimately to assist with the development of a Terms of Reference for and evaluation of an RFP for a competitive bidding process for this project.
4. Direct staff to identify a funding source for an allocation of up to \$275,000 to fund this initial phase.

PROJECT 15 - SYNERGY CENTRE

Proponent: Greater Sudbury Synergy Centre Inc.

PROJECT SUMMARY

The Greater Sudbury Synergy Centre is a proposed multi-purpose convention and performing arts centre that will use transformation technology to provide performance, classroom and gallery / exhibit spaces of many sizes and configurations for both commercial and community uses.

The proponent is proposing to undertake a pre-construction phase, which includes the following initiatives:

1. Investigation of site alternatives, cost estimates and benefit analysis
2. Development of final concept design / specifications for building, infrastructure, service requirements
3. Perform detailed project costing (detailed development cost estimates)
4. Initiation of Financing / Capital campaign (public/private stakeholders) to include financing options / partnerships
5. Presentation of Final Business Plan to partners / investors (required for "go / no go" decision)
6. Development project governance / management agreements to oversee construction and operations
7. Consultation with stakeholder groups to explore development of social enterprises for the provision of auxiliary services
8. Work with the City, Ministries of Environment & Climate Change and Energy to identify technologies to cut energy use and greenhouse gas emissions

ECONOMIC BENEFITS

- **Permanent direct jobs created:** 0
- **Temporary jobs created:** 1 Full Time Employee for 2 years and 2-3 Part Time positions through consultancy work

Aside from the few jobs created during the pre-construction phase, there are limited other benefits at this stage. Elements of this phase, however, are key to advancing the project to a shovel-ready stage. If the project comes to fruition, there are a number of potential economic and community benefits as identified by the proponent:

- 300+ events – 100,000 participants / visitors (arts performances, conferences, banquets, weddings, etc.)
- 15% annual growth rate = \$35M incremental economic impact (TREIM)
- Catalyst for cluster of mixed-use commercial development & revitalization of downtown
- Creation of new enterprises and employment (25 direct / 75 indirect jobs immediately)
- Strong potential for co-location of full-service (250-300 room) downtown hotel
- Reinforcement of Sudbury's image / brand as a regional hub for business, culture, education and tourism
- Mixed-use, transformation capability will eliminate need for multiple facilities, provide capital savings and promote operating efficiencies / sustainability

DETAILS OF REQUEST

- **Total Project Cost:** \$950,000
- **Amount Requested from CGS:** \$300,000
- **Timing of Funding:** Over 2 years from start date
- **Type of Assistance Requested:** Conditional contribution for non-capital related expenses

BACKGROUND

The Greater Sudbury Synergy Centre is a proposed multi-purpose convention and performing arts centre that will use transformation technology to provide performance, classroom and gallery / exhibit spaces of many sizes and configurations for both commercial and community uses.

It is being proposed that its versatility will permit a level of usage that will facilitate 300+ events per year, thus enabling it to operate on a financially self-sustaining basis.

The Greater Sudbury Synergy Centre is an incorporated not-for-profit organization, initially established in 2012 as the Project Steering committee, and formally incorporated in 2015. The board is comprised of 3 founding Directors, 5 board members at large and one staff person:

Chair – John Caruso

Vice-chair – Scott Overton

Secretary – Douglas Morrison

Members at large – Jean Leblanc, Michael Luciw, Debbi Nicholson, Carmen Simmons, Brian Tremblay

Project Manager – Paul Finley (ex-officio)

The proponent is proposing to undertake a “pre-construction” phase that will entail activities critical to taking the Project to the “shovel-ready” stage and provide the community with the necessary assurances with respect to such areas as site selection, design, capital cost and operating efficiencies.

In 2013, the Project Steering Committee conducted a feasibility study funded by the 3 levels of government, which included GSDC funding. The report included:

- Consultation process with over 80 individuals and organizations
- Market analysis of convention, arts and tourism activities / events
- Operational pro-forma and market projections for years 1 through 5
- Conceptual design and costing of a proposed multi-use, transformational space model

FEASIBILITY

In September 2012, the Board of Directors of the Sudbury Community Foundation on behalf of the Greater Sudbury Synergy Project commenced a comprehensive Feasibility Study comprised of research, consultation and analytic activities. This included consultations with representatives of business, arts, cultural, health and education groups to determine the needs and impacts of such a facility on the Greater Sudbury community and surrounding region. It also included an analysis of comparative business and financial models. The Study findings stated that those activities which occur within convention and arts facilities play a critical role in promoting economic growth of a community. Of critical importance was the strong opinion expressed by many that the facility should be state of the art, containing the qualities and elements normally found in large progressive cities. In conclusion it stated that the Synergy Centre will help Greater Sudbury and northern Ontario achieve its goal of becoming a leader in the hosting of business, education, arts and cultural events and associated activities. It will also assist in promoting the City as a better place to live, visit and work through supporting activities which promote business opportunities and foster a greater educational, cultural and quality of life experience. It will be a significant contributor to the attraction and retention of highly skilled, ambitious and creative people as it will encourage the creation of high-quality, well-paying knowledge economy jobs. It will also create demand for sophisticated professional and other support services from local businesses and will strengthen Sudbury’s image and “voice” on the national and global stage including the City’s positioning in the areas of technology, environment and culture. From a business perspective, investment will be recovered through the economic impact of the Centre and operating costs will be recovered through a consistent stream of event and user revenues.

The proposed activities in the pre-construction phase are identified as an important next step to moving the concept of the Synergy Centre closer to reality.

CURRENT STATUS AND READINESS

The proponent has completed a feasibility study and is identifying the current proposed activities (pre-construction phase) as the necessary next steps to advancing the project to a 'shovel-ready' state.

RELATIONSHIP TO OTHER PROJECTS

One example of potential collaboration is with the Sudbury Theatre Centre to be able to host larger productions, which are currently limited by the current capacity at the STC.

Future proposals for a new casino in Sudbury will likely include conference and performance facilities as ancillary to the casino. Potential bidders for a new casino have also indicated an interest in partnering in the development of a new sports & entertainment facility, if located in the immediate vicinity of the casino. If this occurs, the business case, costing model and municipal involvement may vary greatly. Moreover, the business case for the proposed Synergy Centre also changes drastically if a new casino or entertainment centre includes conference and performance facilities.

FIT WITH PLANS

Relevance and relationship to Greater Together: Corporate Strategic Plan 2015-2018

- **Growth and economic development**
 - A multi-purpose convention and performing arts venue of this nature can help stimulate growth and increase conferences, arts and events tourism
 - It would also contribute to an economically stronger northern Ontario
- **Quality of life and place**
 - New facility would contribute to sense of community pride and raise profile of the city for external audiences
 - It would allow for the expansion of programs and services designed to improve the health and well-being of our youth, families and seniors
- **Sustainable infrastructure**
 - The transformational, multi-use platform proposed will serve a variety of functions / roles thus eliminating the need for multiple, costly stand-alone facilities

Relevance and relationship to From the Ground Up Economic Development Strategic Plan

- "One of Ontario's top tourism destinations"
 - Investing in this type of facility would support tourism growth
 - It would strengthen the tourism industry through proactive destination development
- "Quality of Place and Lifestyle that is Second to None"
 - Such an asset to the community helps make Sudbury a place where people want to live
 - It would also contribute to revitalizing and redeveloping Downtown Sudbury

Relevance and relationship to Sudbury's Downtown Commercial Master Plan

- The development of a multi-use meeting / conference facility is supported and promoted throughout the Downtown Master Plan
 - It would grow the employment base in the downtown
 - Such a facility would bring more people to the downtown and support existing businesses (bars, restaurants, etc.) in the area

STAFF ANALYSIS

Based on the composition of the board, the applicant appears to have the capacity to undertake the pre-construction phase of the project and raise some of the necessary funds, notwithstanding the concerns raised elsewhere in this report with respect to the elevated amount and some misalignment with eligibility criteria.

No other active partners involved in the pre-construction phase have been identified. The proponent has provided a list of a number of community agencies and institutions that have endorsed the project through letters.

The type of centre being proposed has been identified as a need in this community by many stakeholders and past reports, including from the more recent feasibility report to a study going back to the early 1980s. Elements of the pre-construction phase are important to advancing the project to becoming a reality.

It is uncertain that the funders, at all levels, will support the funding request as presented. The amount requested of the City at \$300,000 is high for the proposed activities. If the funding request proceeds through the GSDC Board process, the amount would require Council approval as it surpasses the \$250,000 threshold. In addition, the proposed revenue from the other agencies – FedNor and NOHFC – may not align with those agencies’ own funding guidelines in terms of amount requested and eligible cost categories.

Typically, City/GSDC funding is conditional on approval of funding from other agencies. It is also typical for other funding agencies to only commit their share after local support has been demonstrated through the City’s / GSDC’s funding commitment.

While identified as also catering to the performing arts sector, there are only two arts-related agencies identified as supportive – the Sudbury Theatre Centre and the Sudbury Symphony Orchestra. The proponent did mention that discussions have taken place with other agencies, such as the Board of the Sudbury Arts Council, and that the proposed facility was well received.

Future proposals for a new casino in Sudbury may include conference and performance facilities as ancillary to the casino. If this is the case, the business case for the Synergy Centre could change substantially.

While the steering committee may have the capacity to move through the pre-construction phase, the City will need to take a position with respect to the final product. Part of the pre-construction phase includes a governance piece that will also examine the nature of the City’s involvement, which may require Council’s input and approval at that time.

TRANSFORMATIONAL VALUE

Should the pre-construction phase lead to the development of the proposed Synergy Centre – a multi-purpose convention and performing arts complex – it will have a significant impact on a number of fronts:

1. The absence of such a facility has been identified by various stakeholders and from a number of reports as limiting our ability to attract conferences, arts performances, etc. to our community.
2. It will boost tourism and help revitalize the downtown
3. May lead to the development of a new hotel downtown
4. It will promote / facilitate participation of the arts, culture and community activities

POTENTIAL NEXT STEPS

Should Council wish to prioritize this project, the following steps are recommended:

1. Direct staff to work with the proponent and potential funding partners to refine the proposed scope of work and estimated costs to enhance the potential for a successful application.
2. Request that the GSDC Board give full consideration to a revised proposal.

PROJECT 16 – UPTOWN CULTURAL COMMONS

Proponent: Autumnwood Mature Lifestyle Communities

PROJECT SUMMARY

The Uptown Cultural Commons project proposal combines five project sites which offer seniors living housing developments and facilities to house arts and culture activities, to be staged over five years. If realized, the area could be seen as a cultural hub in the greater downtown area.

The project sites are:

- **Site #1- The Red Oak Expansion:** This has been identified as the priority project of the developer; it involves an expansion and rebranding of the current Red Oak Villa to Red Oak Village. The project will add a new building addition and landscaping that features trails and gardens for the residents' use. On January 25th a rezoning amendment was passed by council allowing the construction of 114 additional units and associated amenities on the property at 20 Ste. Anne Road. The new building raises the current housing capacity on that property by 2.3 times and therefore has a substantial impact on jobs, both during and post construction. The current zoning, I(24)- Institutional Special (Seniors Housing and Commercial Use), is appropriate for the given use. The next steps for this project would be to complete the applications for the potential Tax Increment Financing available under the existing CIP, as well as to proceed with site plan and building permit applications.
- **Site #2- 162 Arts Hub:** This is the retrofit of the St. Louis DeGonzague School which has over 38,000 sq ft of available space. The anchor tenant and the driving force behind the concept of 162 Arts Hub is the Sudbury Indie Cinema Co-op. The Cinema Co-op Board is planning to locate in the old gymnasium and will open a state of the art digital movie theatre dedicated primarily to screening independent films. The main and second floors will be available for arts organizations and cultural workers to rent for office, gallery, studio space etc. The site is currently zoned C4(16) which allows for both office/commercial and residential use. The property was rezoned in 2012 when it was the site for the Options for Homes Project. The property can accommodate up to 94 dwelling units. The estimated construction budget for the Arts Hub project is \$3.5M, of which \$500,000 would be public funding from all three levels of government to the Sudbury Indie Cinema Co-op. This project could be eligible for incentives under the existing or revised Community Improvement Plan (CIP).
- **Site #3- Alteration to the Diocese building at 30 Ste Anne Road:** This building is currently zoned I- Institutional and the proponent will likely be requesting a zoning change and redirected the access to the building from Ste. Anne to Mackenzie Street. The site is planned to be included in the expansion plans of the Red Oak Village, with some of the space being used for seniors' activities and events. Currently the six story building is being advertised as having at least 13,000 sq ft of space available for rent and currently houses a number of non-profit organizations such as the Social Planning Council and the Family Enrichment Centre. This project could be eligible for incentives under the existing or revised Community Improvement Plan (CIP).
- **Site #4- New building for a downtown campus for a post secondary arts-based program:** This site is on the same property as the 162 Arts Hub and therefore is zoned C4 (16). The project is not confirmed at this time. This project could be eligible for incentives under the existing or revised Community Improvement Plan (CIP) or Urban Brownfield Financial Incentive Program.
- **Site #5 Build a large cultural asset:** This property has been proposed as potential site for a large cultural asset such as, but not limited to, a new Main Library and/or the Art Gallery of Sudbury. Currently the property is zoned I- Institutional use. This project could be eligible for incentives under the existing or revised Community Improvement Plan (CIP) or Urban Brownfield Financial Incentive Program.

ECONOMIC BENEFITS

The Red Oak Expansion will more than double the number of housing units they currently have. They offer a number of service amenities that would increase employment beyond the property maintenance needs. Both direct and indirect jobs will be created due to the expansion of Red Oak Villa alone.

The Construction jobs will vary on each of the properties over a minimum of the next 5 years if they proceed.

New buildings and/or redevelopment of properties will increase their value will provide increase in tax base for the City.

DETAILS OF REQUEST

- **Total Project Cost:** \$54.9M
- **Amount Requested from CGS:** \$1M
- **Timing of Funding:** Over 5 years
- **Type of Assistance Requested:** Concessions

BACKGROUND

Uptown Cultural Commons is a concept developed out of the interactions between the Sudbury Indie Cinema Co-op with the property owner/developer, Autumnwood Mature Lifestyle Communities, on nine acres between MacKenzie Street and Ste. Anne Road.

Sudbury Indie Cinema Co-op started after the closure of the Rainbow Cinema. Due to a few issues, they were not able to take over the theatre site and started looking for alternative downtown locations.

The owner/developer, Autumnwood Mature Lifestyle Communities acquired two properties on either side of their current site at 20 Ste. Anne Road, Red Oak Villa. The original idea was to expand the senior's housing development on the two properties.

Once the Project Coordinator and the developer started discussions about the Cinema, the idea of developing the Uptown Cultural Commons was born (spring of 2014). Currently the only arts and culture tenant that has signed a lease is the Indie Cinema. A few other organizations have expressed interest in renting space if 162 Arts Hubs develops.

The other three sites presented are very conceptual and would require securing tenants before any development would be pursued.

To date, Autumnwood Mature Lifestyle Communities has been in touch with Planning Department to start the conversation about the Tax Increment Financing that is available. Staff is waiting for detailed plans and estimates in order to determine the potential tax rebate that would be considered under the existing CIP.

FEASIBILITY

Each project varies in its potential feasibility. Given that this is in partnership with a well established developer, who has a track record of successful housing and attraction development, the project has a high potential for success. The overall concept is dependent on the arts and culture community supporting the vision and choosing to locate at one of the project sites. The investment the developer is willing to make in order to attract arts and culture tenants, has the potential to be quite substantial.

CURRENT STATUS AND READINESS

Red Oak Expansion is underway.

Downtown Indie Cinema is waiting for funding approvals from the Province and Federal government. Greater Sudbury Development Corporation provided funding for a third-party business plan and has approved on July 8th, 2015 (Motion 2015-047) for \$55,215 for year 1 of a 3 year request totaling \$95,215, conditional upon confirmation of other funding.

RELATIONSHIP TO OTHER PROJECTS

Autumnwood has made a pitch to the Library's Board to build the new main Library building on their property, but no decision has been made. Although they are open to discussions with projects such as the Art Gallery of Sudbury and Arts Junction, they understand that each project group is set on different properties.

The current zoning of the 162 Arts Hub can accommodate both residential and commercial uses, but Autumnwood reports that other arts and culture projects have indicated that there is not sufficient space to house their projects as envisioned. Additionally, the Diocese building is currently zoned I-institutional and could accommodate non-profit organizations as tenants now.

FIT WITH PLANS

Relevance and relationship to Greater Together: Corporate Strategic Plan 2015-2018

- Growth and Economic Development
 - Commons project aim to develop the greater downtown area.
- Quality of life and place
 - Creates a place for the community and area seniors to engage with the arts and cultural community
- Responsive, fiscally prudent open government
 - The review of the existing CIP will ensure that businesses and landowners needs have been considered through consultation and can be incorporated into new program development that will address opportunities to stimulate investment

Relevance and relationship to From the Ground Up Economic Development Strategic Plan

- "A Nationally Recognized Centre for Artistic Excellence, Vibrancy and Creativity"
 - The Uptown Cultural Commons has the potential to provide the physical space and facilities to house a number of arts and culture workers. In close proximity and common vision, intense collaboration and innovation is possible.
- "A Quality of Place & Lifestyle That is Second to None"
 - The Commons could provide a destination for arts and culture retail and gallery experience for residents and visitors.
- "A Robust Entrepreneurship Ecosystem"
 - The Commons can help incubate and grow new cultural workers and projects through its potential structure.

Relevance and relationship to Greater Sudbury Cultural Plan

- The Greater Sudbury Cultural Plan encompasses four pillars: Creative Identity, Creative People, Creative Places and Creative Economy. The Uptown Cultural Commons project could be a project that adds the value of downtown's quality of place for arts and culture activities and help attract and retain talent to the community. It may also add to the revitalization of the greater downtown area by redeveloping underutilized and vacant lands.

Relevance and relationship to the Downtown Master Plan

- The Uptown Cultural Commons falls outside the specific study area of the Master Plan, but is within the area of influence as part of the greater Downtown area.
- The Downtown Master Plan placed the arts & entertainment district on the south side of the core and the Commons project lives on the North end just over the dividing line between the study area (downtown core) versus the area of influence (greater Downtown surrounding buffer)
- The Downtown is a centre for creativity. The arts sense is thriving in the downtown and therefore projects which work toward providing dedicated space that encourages collaboration would be of value.

STAFF ANALYSIS

The potential for success due to the support from the private sector, specifically the landowner and developer, gives this project strength. The dedication and support from the Sudbury Indie Cinema group is needed from other potential tenants to move the project forward.

The land use in the overall presentation of the Uptown Cultural Commons has a lot of positive impacts as it is re-developing currently underutilized vacant properties.

Although there is mention of interest by some arts organization, there are no signed leases that would indicate the strength of the commitment, besides that of the Indie Cinema.

There is no guarantee at this point that the concept will be fully developed. The value of the total project has appeal, but without commitment from more potential tenants or either of the two new builds, we cannot assess the project as a whole. The Red Oak Expansion is the priority project for the developer. The rezoning was approved at the end of January 2016.

The project site of 162 Arts Hub is very dependent on the Indie Cinema opening and attracting other tenants.

The City of Greater Sudbury has two Community Improvement Plans (CIP) in place for the downtown community, The Sudbury Metro Centre (Downtown CIP) and Downtown Sudbury Financial Incentives Program. These programs offer a range of financial incentive mechanisms to stimulate investment and change in the stock of private buildings downtown, including the Tax Increment Financing (TIF), façade improvement grants and building improvement loans, amongst others. Some of these programs are currently unfunded and thus provide no financial incentive to encourage development in the downtown core. In the Fall of 2015, Council directed staff to investigate and prepare options for a possible amendment to both the Metro Centre Community Improvement Plan and the Downtown Sudbury Community Improvement Plan, including funding options, as recommended in the Downtown Master Plan.

In order to determine the current potential incentives available under the Community Incentive Program (CIP), Autumnwood needs to provide detailed plans and estimates of the developments as they are planned for each property. To be eligible, the developer should make these applications “prior to the commencement of the improvements, rehabilitation or development.”

Since there is not a mechanism for the proponent to receive the requested concessions in excess of the amounts allowed under the existing Community Incentive Program (CIP), the Proponent can apply to the incentives as outlined in the current Downtown Community Incentive Program (CIP) or wait to apply under a possibly revised CIP which is expected to be presented to Council before the end of 2016. The Planning Department is also exploring the potential to recommend a transition period during which a CIP applicant would be eligible for consideration under the new CIP provisions, once they are adopted.

Funding a Community Improvement Program

Considering the information provided in this report, Council may wish to increase its investment into the CIP in order to maximize the potential to stimulate investment into the Downtown. According to the report on debt financing that was presented to the Finance and Administration Committee on March 30th, 2015, under the current CGS Debt Management Policy, the City may not use debt financing for assets that the municipality does not own. Council would have to use the tax levy to fund any increases in CIP incentives.

It is worth noting that the City of Sault Ste Marie received funding for their \$2.65 million Downtown Community Improvement Program. FedNor Industry Canada provided \$839,500 to support public realm streetscape planning and Northern Ontario Heritage Fund Corporation (NOHFC) provided \$875,500 to support public realm streetscape improvements, a project manager, and a pool of funds for private sector assistance grants. The proposal saw the City of

Sault Ste Marie investing \$300,000 and the private sector matching funds in the amount of \$600,000. This may present an opportunity for Greater Sudbury to seek similar funding to support a revitalized CIP for its Downtown.

TRANSFORMATIONAL VALUE

Provides a significant area in the greater downtown area, supported by the private sector developer, to accommodate a number of arts and culture services/organizations in one space, redevelop the underutilized properties, and provide a cultural destination for residents and visitors.

POTENTIAL NEXT STEPS

Should Council wish to prioritize this project, the following steps are recommended:

1. Direct staff to encourage the project proponent to make application to the current CIP to determine eligibility and potential support.
2. Direct staff to consider transition provisions in any revised or new Downtown Community Improvement Program (CIP) to ensure eligibility for applications submitted after April 1, 2016.
3. Review and consider the recommendations resulting from the ongoing Planning Department review of the Downtown Community Incentive Program (CIP), with a view to strategically encouraging development in the downtown.
4. Consider additional investment to support the revised CIP and direct staff to explore opportunities to leverage such an investment with other agencies