

Type of Decision							
Meeting Date	April 26, 2016			Report Date	April 21, 2016		
Decision Requested	X	Yes	No	Priority	High	Low	
	Direction Only			Type of Meeting	X	Open	Closed

Report Title
Large Projects Priority Session

Budget Impact/Policy Implication	Resolution
	<p>THAT the City of Greater Sudbury endorses the following projects as presented at the Public Input Session on November 27, 2015:</p> <ol style="list-style-type: none"> <li>1. _____</li> <li>2. _____</li> <li>3. _____</li> <li>4. _____</li> <li>5. _____</li> </ol> <p>AND THAT staff be directed to take the next steps in implementation for each of the projects listed above as described in the report titled, <i>Summary and Analysis Report on the Large Projects Session of November 27, 2015</i>, from the meeting of April 12, 2016;</p> <p>AND FURTHER THAT staff be directed to report back to Council as these next steps are completed;</p> <p>AND THAT any request for funds be brought to Council by resolution.</p>

**Background:**

At the meeting of April 12, 2016, Council requested that staff provide a matrix to consolidate the information provided in the Summary and Analysis Report on the Large Projects presented on November 27, 2015. The matrix document is attached.

At the same time, Council agreed to undertake a session at the April 26 meeting to prioritize the sixteen projects.

The schedule for the priority setting session is proposed as follows:

<b>Approx Time:</b>	<b>Item:</b>	<b>Lead</b>
6:30 pm	Welcome and opening remarks <ul style="list-style-type: none"><li>• Process to date</li><li>• Purpose of priority setting session</li><li>• Expectations and outcomes from this meeting</li><li>• Large projects process alignment</li><li>• Large projects process</li></ul>	Mayor Bigger K. Fowke
6:40 pm	Large projects discussion continued <ul style="list-style-type: none"><li>• High level evaluation matrix presentation</li><li>• City Council clarification on projects/matrix</li></ul>	I. Wood
7:10 pm	Large projects priorities break out groups <ul style="list-style-type: none"><li>• Facilitated break out groups</li><li>• Key questions:<ul style="list-style-type: none"><li>○ How do the projects fit with Council's priorities</li><li>○ What are the projects' transformative value to Greater Sudbury as a whole?</li><li>○ Which priorities would we want to endorse?</li></ul></li></ul>	J.Ferrigan E.Savage
Brief Recess		
8:10 pm	Report back and discussion <ul style="list-style-type: none"><li>• Presentation of break out group discussions</li><li>• Identification of common priorities</li><li>• Council reflection on priorities</li><li>• How do we best advance our top 5 projects?</li></ul>	All
8:30 pm	Wrap up and next steps <ul style="list-style-type: none"><li>• Formal endorsement of top projects by Council</li></ul>	Mayor Bigger
9:00 pm	Conclude the Session	

## **Next Steps**

The potential next steps for each project, as presented to Council at the meeting on April 12, 2016, are included here for Council's information:

### **1 - Art Gallery of Sudbury:**

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.

### **2 - ArtsJunction:**

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.

### **3 - Capreol Long Term & Supportive Housing:**

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.

**4 - Cedar Street Parking Structure:**

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.

**5 - Northern Ontario Film Studio:**

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.

**6 - True North Strong Centre:**

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.

**7 - Royal Canadian Legion Branch 76:**

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.

**8 - Rail to the Future:**

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.

**9 - New Main Library:**

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.

**10 - March of Dimes Acquired Brain Injury (ABI) Housing Project:**

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.

**11 - Downtown Mixed Use Structure:**

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.

**12 - Place des arts:**

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.

**13 - Eat Local Sudbury (ELS) – Seed to Plate Commons:**

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.

**14 - South Regent Sports & Entertainment Complex:**

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.

**15 - Synergy Centre:**

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.

**16 - Autumnwood Mature Lifestyle Communities:**

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



	Total Project Cost	Job Creation		Potential Cost to CGS						CGS Revenues		Transformational Value		Growing Together - Corporate Strategic Plan			
		# Jobs Perm	# Jobs Temp	2016	2017	2018	2019	2020	2021+	New Tax, Land, Parking <sup>5</sup>	Lost Tax, Land, Parking <sup>5</sup>	T.V. Culture (L/M/H)	T.V. Business (L/M/H)	Growth & Development	Quality of Life and Place	Open Government	Sustainable Infrastructure
<b>PROJECT</b>																	
<b>Art Gallery of Sudbury</b>	\$27.0M	0+	188	\$100K <sup>1</sup>	\$100K <sup>1</sup>	\$3.3M	\$3.3M	\$3.3M			Not Determined						
<b>New Main Library</b>	\$20.0M	0	160	\$100K <sup>1</sup>	\$100K <sup>1</sup>	\$5.0M	\$5.0M	\$5.0M		\$30K/yr + sale of land	Not determined						
<b>ArtsJunction</b>	\$10.0M	1-2	40	? <sup>3</sup>	\$1.5M					\$10K/yr							
<b>Capreol Assisted Living</b>	\$11.5M	10+	90			\$6.0M <sup>2</sup>				\$60K/yr							
<b>Cedar Street Parking</b>	\$2.5M	20+	10		\$60,000	\$60,000	\$60,000	\$60,000	60,000/yr	NOTE <sup>6</sup>							
<b>Downtown Mixed Use</b>	Unknown				Undefined	Undefined	Undefined	Undefined		NOTE <sup>6</sup>							
<b>Uptown Cultural Commons</b>	Undefined				Undefined	Undefined	Undefined	Undefined		NOTE <sup>6</sup>							
<b>Northern Ontario Film Studio</b>	\$5.0M		40		Undefined	Undefined	Undefined	Undefined									
<b>True North Strong Centre</b>	\$60.0M		320	\$275K <sup>1</sup>	\$500K <sup>1</sup>	Undefined	Undefined	Undefined		\$500K+/yr							
<b>South Regent Sports &amp; Entertainment Centre</b>	\$74.0M		340	\$275K <sup>1</sup>	\$500K <sup>1</sup>	Undefined	Undefined	Undefined		\$500K+/yr							
<b>RCL Branch 76</b>	\$15.0M	1-2	120	\$25K		\$3.0M				\$60K/yr							
<b>Rail to the Future</b>	UNKNOWN				Undefined	Undefined	Undefined	Undefined									
<b>March of Dimes ABI Housing</b>	\$2.7M	27	20		\$50K	\$50K	\$50K										
<b>Place des arts</b>	\$29.4M	15	150	\$49K <sup>3</sup>	\$2.02M	\$1.0M	\$2.0M	\$200K	\$200K		\$74,366/yr <sup>4</sup>						
<b>Seed to Plate Commons</b>	\$4.4M	6	35	UNDT <sup>3</sup>	\$1.07M	\$50K	\$50K	\$50K	\$50K		\$48,880/yr <sup>4</sup>						
<b>Synergy Centre</b>	\$65 M	35+	340	\$150K <sup>3</sup>	\$150K	\$5.0M	\$5.0M	\$5.0M			Not Determined						

**Notes:**

<sup>1</sup> One contribution to both projects

<sup>2</sup> Provincial funding through CGS Housing Services

<sup>3</sup> CGS Funds through GSDC

<sup>4</sup> Lost parking revenue

<sup>5</sup> Estimates based on information provided and/or examples in other cities

<sup>6</sup> While numbers are unknown, it is acknowledged that these private sector projects will result in an increased tax base and municipal support would be proportional to the extent of that increase.