



FINANCE AND ADMINISTRATION COMMITTEE AGENDA

Finance and Administration Committee Meeting
Tuesday, September 15, 2020
Tom Davies Square - Council Chamber / Electronic Participation

COUNCILLOR MIKE JAKUBO, CHAIR

Deb McIntosh, Vice-Chair

3:00 p.m. CLOSED SESSION, COMMITTEE ROOM C-12 / ELECTRONIC PARTICIPATION

6:00 p.m. FINANCE AND ADMINISTRATION COMMITTEE MEETING COUNCIL CHAMBER / ELECTRONIC PARTICIPATION

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ROLL CALL

Resolution to move to Closed Session to deal with one (1) Personal Matters (Identifiable Individual(s)) regarding a performance review in accordance with the Municipal Act, 2001, s. 239(2)(b).
(RESOLUTION PREPARED)

RECESS

ROLL CALL

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

MATTERS ARISING FROM THE CLOSED MEETING

At this point in the meeting, Vice-Chair McIntosh will rise and report the results of the closed session. The Committee will then consider any resolutions.

CONSENT AGENDA

(For the purpose of convenience and for expediting meetings, matters of business of repetitive or routine nature are included in the Consent Agenda, and all such matters of business contained in the Consent Agenda are voted on collectively.

A particular matter of business may be singled out from the Consent Agenda for debate or for a separate vote upon the request of any Councillor. In the case of a separate vote, the excluded matter of business is severed from the Consent Agenda, and only the remaining matters of business contained in the Consent Agenda are voted on collectively.

Each and every matter of business contained in the Consent Agenda is recorded separately in the minutes of the meeting.)

ADOPTING, APPROVING OR RECEIVING ITEMS IN THE CONSENT AGENDA

(RESOLUTION PREPARED FOR ITEM C-1)

ROUTINE MANAGEMENT REPORTS

- C-1. Report dated August 27, 2020 from the General Manager of Community Development regarding Healthy Community Initiative Fund Applications.

7 - 13

(RESOLUTION PREPARED)

(This report provides a recommendation regarding approval(s) of eligible Healthy Community Initiative Fund application(s) in accordance with By-law 2018-129.)

REGULAR AGENDA

PRESENTATIONS

1. Report dated June 23, 2020 from the General Manager of Growth and Infrastructure regarding Strengthening Development Approval Services Update. **14 - 30**
(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)
 - Meredith Armstrong, Acting Director of Economic Development

(This presentation provides an update regarding the continuous improvements made in response to stakeholder feedback as reported to the Finance & Administration Committee in May 2019.)

MANAGERS' REPORTS

- R-1. Report dated September 1, 2020 from the General Manager of Corporate Services regarding 2021 Budget Update . **31 - 37**
(RESOLUTION PREPARED)

(This report provides an update on the 2021 Budget.)
- R-2. Report dated September 1, 2020 from the General Manager of Corporate Services regarding Financial Implications Associated with the Corporation's COVID-19 Response. **38 - 51**
(FOR INFORMATION ONLY)

(This report provides information regarding the financial implications associated with the Corporation's response to COVID-19 developments projected to September 30, 2020.)
- R-3. Report dated August 27, 2020 from the General Manager of Corporate Services regarding Electric Vehicle (EV) Infrastructure. **52 - 55**
(RESOLUTION PREPARED)

(This report provides a recommendation regarding Electric Vehicle (EV) Infrastructure.)
- R-4. Report dated August 28, 2020 from the General Manager of Corporate Services regarding The Federation of Canadian Municipalities: Municipal Asset Management Program. **56 - 59**
(RESOLUTION PREPARED)

(This report provides a recommendation regarding an application for funding from the Federation of Canadian Municipalities Municipal Asset Management Program.)
- R-5. Report dated August 21, 2020 from the Chief Administrative Officer regarding World Trade Center Greater Sudbury Proposal Review. **60 - 175**
(FOR INFORMATION ONLY)

(This report provides an update regarding the findings of the consultant work to review the World Trade Center Greater Sudbury Proposal presented to Finance & Administration Committee on February 11, 2020. It also includes supplemental information provided by the WTCGS proponents on the project.)

- R-6. Report dated August 31, 2020 from the Chief Administrative Officer regarding Budget Preparation Methodology. **176 - 182**

(FOR INFORMATION ONLY)

(This report provides information addressing the 2021 Budget Preparation Methodology deferred motion and to provide clarifying information and sources.)

MEMBERS' MOTION

M-1. Motion to Define 2021 Budget Preparation Methodology

As presented by Councillor Vagnini:

WHEREAS cost of living over the last six (6) years from 2014 to 2020 has risen by 9%; and

WHEREAS the population of Greater Sudbury has seen a 2% decline over six (6) years; and

WHEREAS the demographics are rapidly shifting from high income earners to fixed income or income tied to cost of living; and

WHEREAS the 2016 Statistics Canada Census determined that 54% of Greater Sudbury earners are earning less than the Canadian poverty line; and

WHEREAS Property Taxes over six (6) years have increased by 26%; and

WHEREAS Greater Sudbury over six (6) years has increased by 23%; and

WHEREAS Greater Sudbury cost impact on City residents has increased by more than 27% over the last six (6) years; and

WHEREAS Property Taxes constitute 50% of Greater Sudbury spending; and

WHEREAS User Fees constitute 22% of Greater Sudbury spending; and

WHEREAS cost reductions promised by amalgamation have not materialized; and

WHEREAS fewer employees promised by amalgamation have actually increased by 4% and the associated cost has increased by 21%; and

WHEREAS household debt to income ratios have reached 176%; and

WHEREAS traditional budget preparation techniques have not provided opportunities to allow Greater Sudbury to keep spending more closely aligned with public ability to fund that spending; and

WHEREAS Greater Sudbury has been becoming increasingly reliant on debt financing; and

WHEREAS debt financing imposes another layer of cost on the Greater Sudbury population; and

WHEREAS there are other budget preparation techniques that readily allow preparation of Zero-Based Budget (ZBB) preparation; and

WHEREAS the application of ZBB has resulted in many corporations and an increasing number of municipalities to become more efficient and more cost effective;

THEREFORE BE IT RESOLVED that City staff is hereby directed to prepare a two page report for next Council Meeting on the resources and time requirements to replace the traditional budget preparation process with a ZBB process for the 2021 Budget Year.

CORRESPONDENCE FOR INFORMATION ONLY

- | | |
|--|------------------|
| I-1. Report dated August 20, 2020 from the General Manager of Community Development regarding Healthy Community Initiative Fund 2020 Semi-Annual Report.
(FOR INFORMATION ONLY)

(This report outlines the allocation of Healthy Community Initiative funds by Ward for the period of January 1, 2020 to June 30, 2020.) | 183 - 197 |
| I-2. Report dated August 28, 2020 from the General Manager of Corporate Services regarding Contract Awards Exceeding \$100,000 April 1 - June 30, 2020.
(FOR INFORMATION ONLY)

(This report provides information regarding the City of Greater Sudbury contract awards \$100,000 and Greater from April 1 to June 30, 2020.) | 198 - 217 |
| I-3. Report dated August 18, 2020 from the General Manager of Corporate Services regarding Street Lighting Project Update.
(FOR INFORMATION ONLY)

(This report provides an update on street lighting and Downtown decorative fixtures after the Investment grade audit.) | 218 - 221 |
| I-4. Report dated July 14, 2020 from the General Manager of Growth and Infrastructure regarding Employment Land Strategy Update.
(FOR INFORMATION ONLY)

(This report provides an update on the status of the Employment Land Strategy. The report will provide background on the successful consultant team and advise of key milestones of the project.) | 222 - 225 |
| I-5. Report dated August 31, 2020 from the General Manager of Corporate Services regarding 2020 Capital Budget Variance Report - June.
(FOR INFORMATION ONLY)

(This report outlines the capital projects completed as of June 30, 2020 as well as activity within the Holding Accounts.) | 226 - 247 |

ADDENDUM

CIVIC PETITIONS

QUESTION PERIOD

ADJOURNMENT

Request for Decision

Healthy Community Initiative Fund Applications

Presented To: Finance and
Administration
Committee

Presented: Tuesday, Sep 15, 2020

Report Date Thursday, Aug 27, 2020

Type: Routine Management
Reports

Resolution

THAT the City of Greater Sudbury approves the Healthy Community Initiative Fund requests, as outlined in the report entitled "Healthy Community Initiative Fund Applications", from the General Manager of Community Development, presented at the Finance and Administration Committee meeting on September 15, 2020;

AND THAT the City of Greater Sudbury directs staff to prepare a by-law to implement the recommended changes.

Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's Strategic Plan with respect to the goal: Create a Healthier Community, as it aligns with the Population Health Priorities of Building Resiliency, Investing in Families, Creating Play Opportunities, Promoting Mental Health Awareness, Achieving Compassionate City Designation and Implementing an Age-Friendly Strategy. The Healthy Community Initiative funds support community-based projects and initiatives that are affordable and promote inclusiveness for the benefit of citizens.

Signed By

Report Prepared By

Lyne Côté Veilleux
Co-ordinator of Community Initiatives &
Quality Assurance
Digitally Signed Aug 27, 20

Division Review

Jeff Pafford
Director of Leisure Services
Digitally Signed Aug 28, 20

Financial Implications

Steve Facey
Manager of Financial Planning &
Budgeting
Digitally Signed Aug 28, 20

Recommended by the Department

Steve Jacques
General Manager of Community
Development
Digitally Signed Aug 28, 20

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Aug 28, 20

Report Summary

By-law 2018-129 requires Council's approval for all eligible Healthy Community Initiative Capital fund requests exceeding \$10,000, and Grant requests exceeding \$1,000. The General Manager of Community Development is recommending that funding requests identified in the report be approved as proposed.

Financial Implications

The Healthy Community Initiative (HCI) Fund is allocated within prescribed budgets. Approval of an HCI capital project includes approval of operating costs to be provided in the base budget in subsequent budget years for the operating department.

Background

By-law 2018-129, requires Council's approval for all Grant requests which meet Healthy Community Initiative (HCI) funding criteria and exceed \$1,000 and all Capital requests which meet HCI funding criteria and exceed \$10,000. Eligible applications for Grant requests of \$1,000 or less, and eligible Capital requests of \$10,000 or less may be approved by the General Manager (GM) of Community Development.

HCI Fund Applications and Financial Summary

Appendix A - Healthy Community Initiative Fund - Applications, lists HCI Fund requests by Ward as recommended by the GM of Community Development for approval by Council. All projects listed in Appendix A have been evaluated against By-law 2018-129 and its related criteria and have been verified to ensure sufficient funds are available within each Ward's funding allocation.

Appendix B – Healthy Community Initiative Fund – Application Outcomes, provides a list of HCI Fund applications that were approved or denied by the GM of Community Development since the last report presented at the Finance and Administration Committee meeting on July 7, 2020.

Appendix C – Healthy Community Initiative Fund Financials, includes the recommended approvals contained in this report as well as a summary of HCI Fund allocation balances up to September 15, 2020. The amounts may increase due to reimbursement of under-spent funds from completed and reconciled projects/initiatives.

Next Steps

Upon Council approval, applicants will receive written notification confirming their approved funding and the intended use of funds, and grant recipients will also receive a Final Report form. The Final Report form is to be completed by the applicant and returned post-event/project completion for reconciliation by Financial Services. Grant recipients will receive funding via electronic fund transfer or by cheque (where applicable) for the approved amount, whereas a capital funded project will be managed by the City of Greater Sudbury, working closely with the applicant.

Should an HCI fund request not be approved, the applicant will be notified of same.

Resources Cited

Healthy Community Initiative Fund, By-law 2018-129

<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=24310.pdf>

Healthy Community Initiative (HCI) Fund**Applications for Council Approval – September 15, 2020****CAPITAL FUNDS**

Ward	Recipient/ Project/ Location	Purpose for Funds	Estimated Operating Costs/Yr	Amount Requested	Amount Recommended for Approval by the GM
7	Capreol Lions Club / Roof repairs/replacement /Norman Community Centre, Capreol	Repair/replace the shingled portion of the roof, wooden fascia and soffit, damaged ceiling tiles and related costs	\$0	\$25,000	\$25,000
8	Don Lita Park Playground Association / Outdoor rink and fieldhouse improvements / Sudbury	Replace existing outdoor rink and fieldhouse flooring	\$0	\$34,100	\$34,100
11	Minnow Lake Lions Club / Outdoor rink boards / Carmichael Playground, Sudbury	To replace the existing outdoor rink boards, related fencing and interior rink surface	\$0	\$24,000	\$24,000

GRANTS

Ward	Recipient/Initiative	Purpose for Funds	Amount Requested	Amount Recommended for Approval by the GM
3	Onaping Falls Recreation Committee / A.Y. Jackson Lookout program (Jul.- Aug./20)	To support costs for portable toilet rentals, supplies for activities and cleaning and personal protective equipment to meet COVID-19 public health requirements	\$2,000	\$2,000 (Given the current social challenges imposed by the COVID-19 pandemic, and without setting precedence, it is recommended that special consideration be given by Council to support the A.Y. Jackson Lookout program, including eligible expenditures incurred prior to the submission of the funding application, and in the requested amount of \$2,000)
12	L'Association canadienne-française de l'Ontario (ACFO) du grand Sudbury / La mémoire du Moulin-à-Fleur selon les archives de Jeannine Larcher-Lalande (Summer 2020)	To cover costs towards the development of a booklet on the history of the Flour Mill, including the collection and analysis of archival documents and the production of a descriptive text	\$1,500	\$1,500

Healthy Community Initiative Fund

Applications: Approved/Denied by the General Manager, Community Development

For the period of June 16, 2020 to August 24, 2020

Successful Applications

Capital Funds				
Ward	Group / Project	Estimated Operating Costs/Yr	Amount Requested	Amount Approved
6	Valley East Community Action Network / Shed at Howard Armstrong Recreation Centre	\$200	\$ 3,898.50	\$ 3,898.50
9	Coniston Playground Association / Basketball posts	\$0	\$ 1,040	\$ 1,040

Grants			
Ward	Group / Project	Amount Requested	Amount Approved
9	Coniston Community Garden / Weeding Watering Wednesdays program (Jul.-Sept./20)	\$ 500	\$ 500

Unsuccessful Applications

Ward	Group / Project	Amount Requested	Reason(s) for Denial
No items to report			

**Healthy Community Initiative (HCI) Fund
Financials for the Period Ending September 15, 2020**

Schedule 1.1 – Capital

Ward	2020 Allocation*	Uncom-mitted Funds from 2019 (carry forward)	Fund Adjust-ments from Completed Projects	Approved by Community Develop-ment GM 2020	Approved by Council 2020	Proposed for Approval by Council	End Balance of Uncom-mitted Funds After Resolution	Pending Requests (to Aug.24/20)
1	\$ 24,625	\$ 28,511	\$ -	\$ -	\$ -	\$ -	\$ 53,136	\$ 67,300
2	\$ 24,625	\$ 8,936	\$ -	\$ 8,500	\$ -	\$ -	\$ 25,061	\$ -
3	\$ 24,625	\$ 39	\$ -	\$ -	\$ 24,500	\$ -	\$ 164	\$ -
4	\$ 24,625	\$ 10,060	\$ (3,500) ¹	\$ -	\$ -	\$ -	\$ 31,185	\$ 11,554
5	\$ 24,625	\$ 48,506	\$ -	\$ -	\$ 50,000	\$ -	\$ 23,131	\$ -
6	\$ 24,625	\$ 45,850	\$ -	\$ 3,899	\$ -	\$ -	\$ 66,576	\$ -
7	\$ 24,625	\$ 40,158	\$ (4,672) ²	\$ 4,900	\$ -	\$ 25,000	\$ 30,211	\$ -
8	\$ 24,625	\$ 52,390	\$ (10,156) ₃	\$ 10,000	\$ -	\$ 34,100	\$ 22,759	\$ -
9	\$ 24,625	\$ 38,576	\$ -	\$ 1,040	\$ -	\$ -	\$ 62,161	\$ -
10	\$ 24,625	\$ 65,413	\$ -	\$ -	\$ -	\$ -	\$ 90,038	\$ -
11	\$ 24,625	\$ 28,328	\$ -	\$ -	\$ 24,500	\$ 24,000	\$ 4,453	\$ 3,000
12	\$ 24,625	\$ 37,410	\$ 26,100 ⁴	\$ 6,200	\$ -	\$ -	\$ 81,935	\$ 50,000

Schedule 1.2 – Grants

Ward	2020 Allocation*	Uncom-mitted Funds from 2019 (carry forward)	Fund Adjust-ments from Under-spent Initiatives	Approved by Community Develop-ment GM 2020	Approved by Council 2020	Proposed for Approval by Council	End Balance of Uncom-mitted Funds After Resolution	Pending Requests (to Aug.24/20)
1	\$ 12,375	N/A	\$ 500 ⁵	\$ 1,000	\$ 2,500 ⁶	\$ -	\$ 9,375	\$ 500
2	\$ 12,375	N/A	\$ -	\$ 1,000	\$ 2,500 ⁶	\$ -	\$ 8,875	\$ -
3	\$ 12,375	N/A	\$ 2,000 ⁷	\$ 1,000	\$ 11,250 ⁶	\$ 2,000	\$ 125	\$ -
4	\$ 12,375	N/A	\$ -	\$ -	\$ 8,467 ⁶	\$ -	\$ 3,908	\$ -
5	\$ 12,375	N/A	\$ -	\$ -	\$ 6,467 ⁶	\$ -	\$ 5,908	\$ 500
6	\$ 12,375	N/A	\$ -	\$ 1,000	\$ 3,967 ⁶	\$ -	\$ 7,408	\$ -
7	\$ 12,375	N/A	\$ -	\$ 700	\$ 2,500 ⁶	\$ -	\$ 9,175	\$ -
8	\$ 12,375	N/A	\$ 3,000 ⁸	\$ -	\$ 5,500 ⁶	\$ -	\$ 9,875	\$ 500
9	\$ 12,375	N/A	\$ -	\$ 500	\$ 2,967 ⁶	\$ -	\$ 8,908	\$ -
10	\$ 12,375	N/A	\$ -	\$ -	\$ 2,967 ⁶	\$ -	\$ 9,408	\$ -
11	\$ 12,375	N/A	\$ -	\$ -	\$ 2,500 ⁶	\$ -	\$ 9,875	\$ 500
12	\$ 12,375	N/A	\$ -	\$ 400	\$ 2,500 ⁶	\$ 1,500	\$ 7,975	\$ -

* The annual HCI Reserve Fund contribution was less than 2% in 2020 to achieve the maximum threshold of \$24,000 resulting in an increase of \$125 in the capital and of \$125 in the grant allocations per ward.

Appendix C - Healthy Community Initiative Fund Financials

- ¹ Additional amount of \$3,500 required to award the Whitewater splash pad tender
- ² Additional amount of \$4,672 required for the Penman outdoor rink project
- ³ Additional amount of \$10,156 required to award the Twin Forks splash pad tender
- ⁴ Surplus of \$26,100 from the Ridgecrest adult exercise equipment and shade structure project
- ⁵ Unspent funds of \$500 from cancelation of the 2020 Robinson bocce tournaments
- ⁶ \$2,500 per ward to Banque d'aliments Sudbury Food Bank for the Cultivate Your Neighbourhood program (By-law 2020-90)
- ⁷ Unspent funds of \$2,000 from cancelation of the 2020 Onaping Falls Summer Fest event
- ⁸ Unspent funds of \$3,000 from cancelation of the 2020 New Sudbury Days event

For Information Only

Strengthening Development Approval Services Update

Presented To: Finance and
Administration
Committee

Presented: Tuesday, Sep 15, 2020

Report Date Tuesday, Jun 23, 2020

Type: Presentations

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to objectives related to Asset Management & Service Excellence, Business Attraction, Development and Retention and Economic Capacity and Investment Readiness in the City's Strategic Plan 2019-2027.

Report Summary

This report provides an overview of the efforts advanced over the last year as part of the continuous improvement process for the City's development approval services and sector supports. It also includes the summary of a literature scan of the impacts of Covid-19 on municipalities across North American and outlines some potential options to foster economic recovery post pandemic.

Financial Implications

There are no financial impacts associated with this report.

Signed By

Report Prepared By

Meredith Armstrong
Acting Director of Economic
Development
Digitally Signed Jun 23, 20

Financial Implications

Steve Facey
Manager of Financial Planning &
Budgeting
Digitally Signed Jun 23, 20

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jul 7, 20

Strengthening Development Approval Services and Supports

Finance & Administration Committee – July 7, 2020

PURPOSE

This report summarizes the collaborative work of the City of Greater Sudbury's Planning, Building and Economic Development Services teams to engage the development community, enhance and deliver services, and respond to and anticipate a dynamic external environment, while advancing Council's strategic objectives for ongoing investment in the community. The report also provides the summary of a literature scan of the impacts of Covid-19 on municipalities across North American and outlines some potential options to foster economic recovery post pandemic.

BACKGROUND

In May 2019, the General Manager of Growth and Infrastructure reported to Finance and Administration Committee on steps taken to further improve development services to the community as part of a cycle of continuous process improvement. This report described a series of policy and process issues identified by development community stakeholders as part of outreach undertaken earlier that year and responses to those issues (see Reference 1).

Process improvements made at that time included:

1. The creation of a Development Ambassador pilot position;
2. Building capacity for the new Customer Service Strategy principles;
3. Adjustments to stormwater management requirements for urban sites;
4. Improvements to the City's Development Liaison Advisory Committee (DLAC);
5. Senior leadership participation in Sudbury Planning Application Review Team (SPART) meetings;
6. An expanded 311 knowledge base for planning and building to support first point of contact resolution;
7. Incorporating economic development considerations into major land use planning applications;
8. Introducing technology based performance dashboards;
9. Organizing a "peer to peer" learning exchange with the City of North Bay;
10. Preliminary work on the RFP for the Land Management Information System.

Similarly, policy improvements made at that time included:

1. Changes to the Lot Grading Policy made in consultation with DLAC's Lot Grading Subcommittee;
2. Exploring, with DLAC members, further changes various policies and processes; and,
3. Stakeholder consultation on the new Development Charge By-law.

The report also identified further process and policy improvements to be undertaken, including the Land Management and Information System (LMIS), responding to provincial changes to the land use planning system and further advancements to the Customer Service Strategy amongst other items. The status of these initiatives is described later in this report.

Finally, with the onset of the Covid-19 in March, staff began to curate articles and other resources related to the impact of the pandemic on municipalities and ways that municipalities could help assist with the economic recovery. The findings of that research are summarized in this report.

DISCUSSION

RESPONDING TO A DYNAMIC ENVIRONMENT FOR DEVELOPMENT

Since May 2019, the City of Greater Sudbury continued to provide high quality planning and building services to the development community. Last year, for example, 84 percent of the 330 Planning Act applications received by the City were processed within legislative service standards. Similarly, 91 percent of building permit applications were processed within legislative service standards.

While the development sector is always dealing with new and emerging issues, the past year has been a particularly busy one for changes in policy direction, external industry trends and other factors. Some of these changes were anticipated in the May 2019 report. Other factors were not anticipated, including the COVID-19 pandemic.

One change anticipated in the May 2019 report was the Province's plans to update the land use planning and building code framework to encourage the provision of more affordable housing. Since this time the Province of Ontario enacted changes to the Planning Act and seven other pieces of associated legislation (and regulations) to effect these changes. The City continues to navigate these changes. For example, a report was recently brought forward to Planning Committee to harmonize Zoning By-law 2010-100Z with provincial regulation to permit additional accessory residential units. These changes also saw the release of a new Provincial Policy Statement and further transformations to the Local Planning Appeal Tribunal.

One of the most impactful changes requiring Council approval has already been brought forward to Council, through a joint effort by Planning, Building, Finance and Legal. The deferral payment of Development Charges (DC) was passed by Council and we have already seen four projects taking advantage of these deferral agreements for projects amount to close to \$15 million dollars in construction value.

In September 2019, the Province released a discussion paper on "Transforming and Modernizing the delivery of Ontario's Building Code Services", which proposed a wholesale paradigm shift to building service delivery in the Province. Building Services through its membership participated with the large Municipality Chief Building Officials Association (LMCBO) and the Ontario Building Official Association (OBOA) responded to these proposals by the Province's November 2019 comment deadline.

In January 2020, the Province released a series of 680 regulatory changes to the Ontario Building Code. These changes were communicated and discussed with the development industry through DLAC and a builder bulletin and other communication techniques.

In March 2020, the COVID-19 pandemic introduced considerable uncertainty in various aspects of service delivery, including planning and building services. Following the initial provincial emergency declaration, the Province has passed several Emergency Orders to manage the pandemic that directly impacted planning and building service delivery. These orders temporarily suspended (and subsequently re-opened) land use planning decision making by Planning Committee and the Committee

of Adjustment and largely closed and subsequently re-opened the construction industry in stages. The City successfully navigated these changes to ensure that development services continued through the pandemic to date. Elements of these services have been modified in response to provincial and public health direction (e.g. electronic applications, virtual meetings).

Building Services has remained open for Business throughout this COVID-19 period. Its staff have pivoted to provide a modified electronic application and processing system to support the Construction, Design, Legal and Real Estate sectors through this time line.

Currently this year we have seen strength in value of construction activity despite the challenges of COVID-19 and as of June 1, 2020 we have issued \$94.5 million YTD in construction value, on par with the \$93.1 million issued in the same time period for 2019. The new residential construction sector is exhibiting a strong rebound in activity when compared to 2019.

ECONOMIC OUTLOOK

As noted in previous reports to Council, the world is experiencing one of the largest contractions in global economic activities in modern times due to COVID-19. Mainly, measures implemented to slow the rapid spread of COVID-19 and physical distancing requirements, together with closure of non-essential businesses, have triggered an unprecedented economic situation.

Here in Ontario, the province's economy is anticipated to shrink by 3.2 per cent this year due to these impacts. On a positive note, however, it is nevertheless expected that the province's economy will grow at a faster pace than the economies of most provinces. Significantly for Greater Sudbury and for the themes covered in this report, a good portion of the population in major centers like Ottawa and Toronto working in the professional and business services sectors will be able to work remotely. Greater Sudbury's competitive advantages will rely on a responsive and forward-thinking approach to supporting investment through Development Approvals processes.

At the local level, Economic Development staff have been conducting outreach to businesses throughout Greater Sudbury to assess COVID-19 impacts is having on business. This outreach indicates that hardest hit sectors appear to be in the service industries (tourism, hospitality, retail, etc.) while the mining sector and the mining supply and services sector – which are still facing challenges – appear to be faring better. Again, this data bolsters the City's efforts to ensure Industrial and Commercial development opportunities are maximized.

The latest Economic Bulletin is included as an Appendix to this report (June 2020). As indicated in the Bulletin data, Greater Sudbury is seeing positive indications of its resiliency and position for positive growth despite current challenges.

For instance and as noted previously, Conference Board of Canada has released Metropolitan Housing Starts, showing that while nearly 60 per cent of Canadian metropolitan areas have negative short-term and long-term expectations, Greater Sudbury is one of only six municipalities out of twenty eight with positive trend expectations for both the short and long terms, and our community is currently occupying the best position on the Up-Up quadrant in the Expectation Matrix. That shows positive prospects for both short- and long-term growth.

This is borne by the City's current housing starts as well, noting that year-over-year analysis shows an increase of 23 per cent of Housing Starts in Greater Sudbury in April 2020. Residential home sales, remaining strong, may also indicate some opportunity to position the community as a competitive choice for remote workers.

STATUS UPDATE ON PROJECTS

Notwithstanding these anticipated and unanticipated changes in the external environment, City staff continue to advance improvements, both large and small, to development services to support Council's strategic objectives.

LAND MANAGEMENT INFORMATION SYSTEM (LMIS)

Work is ongoing to implement the LMIS, which is a technology designed to support and enhance streamlined services for development. For example, this system will allow the introduction of electronic application and approval processes. The work that is being undertaken for this project is related primarily to business process and service mapping related to development services. These will result in the establishment of new service benchmarks that will enable more consistent reporting to support ongoing improvements in this key area.

The RFP for the LMIS was tendered in Q1 2020 and closed on May 2020 with seven submissions. These are currently being reviewed by a committee consisting of Subject Matter Experts from the City's Planning, Building, Engineering, IT and GIS systems staff teams. The time line for completion of assessment is late August 2020, with a goal of contract review and execution with the successful proponent by November 2020.

DEVELOPMENT AMBASSADOR/LIAISON ROLE

As noted in the previous report, the Development Ambassador position has been established to act as a point person for developers and investors pursuing Industrial, Commercial and Institutional (ICI) projects and helps to guide them through the municipal development approval. The position sits in the City's Economic Development Division to support investors in navigating the complexities of all three areas of the development world (economic development, building, and planning).

This role is currently in place and continues to help advance the objectives of continuous improvement and support for Greater Sudbury's development community, while also providing an economic development perspective for development projects from the initial stages onward.

- As part of the collaboration with Planning and Building Services, this role is a regular part of the SPART process (Site Plan Application Review Team) as well as attending Planning Committee meetings.
- The Liaison role has been an important component in strengthening relationships and opening new lines of communication for developers and sector stakeholders, with a significant increase in customer touch-points achieved in the last year.
- Ms. Franklin has also assisted in resolving issues such as clarifying process for permit approvals, providing an important perspective on developments resulting job creation, and connecting sector stakeholders with resources for support.
- For example, the Development Liaison:
 - o Assists with direct referrals from other City departments as well as from the Mayor's office and members of Council

- Works with investors to successfully achieve a development charge deferral which allows them a more flexible approach to development
- Ensures more consistent engagement in collaboration with Planning and Building Services, which in the case of a large property owner/developer has resulted in an application to significantly change the lands around new development opportunities in the vicinity of Silver Hills
- Attends SPART and Planning meetings to provide support for the goals of the Provincial Policy Statement (PPS) which include opportunities for economic development and job creation
- Facilitates introductions with proponents and consultants which enables participation from the Development Liaison role early on in the process
- Has increased knowledge transfer through cross-departmental interaction which has provided insight and strengthened the work of the Economic Development team for investment attraction
- Averages five to 10 contact points with developers on a weekly basis in addition to direct work on issues management and support

To summarize, the Development Liaison role has proven a successful resource in the year since its introduction, and will continue to provide benefits in line with the other process improvements underway.

EMPLOYMENT LAND STRATEGY

The firm of Cushman and Wakefield has been selected as the successful proponent to undertake the City's Employment Land Strategy, which was approved by Council in September 2019 and is being completed with funding contributed by the Greater Sudbury Development Corporation (GSDC). Cushman & Wakefield provides market and land asset strategies to Canada's leading public and private sector institutions and corporations, combining robust economic and financial analytics with a current understanding of market realities to deliver achievable strategies and solutions. The consultant team's experience includes the development of an Employment Land Strategy for the City of Thunder Bay, Municipal Comprehensive Review of Employment Lands for the City of Mississauga and the Niagara Gateway Economic Zone and Centre Employment Lands Strategy.

The project team, including City staff, has conducted its initial kick-off meeting, and the work is now underway, expected to take approximately 12 months to complete. Council will be invited to provide input as part of the stakeholder engagement components, and will receive regular updates on progress. A final strategy is expected by Q2 of 2021.

DEVELOPMENT LIAISON ADVISORY COMMITTEE (DLAC) & FIRE FLOW SUBCOMMITTEE

Over nearly two decades, the City's Development Liaison Advisory Committee (DLAC) has brought together an important network of industry stakeholders and municipal staff to discuss and resolve concerns associated with development approval policies, standards and business processes.

As part of this effort, DLAC has developed a number of smaller working groups charged with addressing more technical or detailed aspects of issues affecting the sector, and suggesting solutions or changes. One of these working groups is the Fire Flow Committee, formed in part as a result of a request by the Sudbury District Home Builders Association (SDHBA) Executive to review the City's longstanding Fire Flow policy. This policy was established as an Engineering Policy as part of the two-tier Regional Government structure in the early 1980's, and was reviewed by DLAC in the mid 1990's as part of a

change in the Ontario Building Code. The policy was again reviewed and supported by the new amalgamated City in 2004.

The latest review of the Fire Flow policy will be done using representation from the Home Builders Association, North Eastern Ontario Construction association, Civil/Mechanical Engineering Consultants and the local Architects Association, with support from Fire, Building, and Engineering Services. Consultants from Fire Underwriters Services Canada and the Ontario Fire Marshall's Office are key components of the review, together with input from the engineering consultants involved in the City's Water Wastewater Master Plan. The results of this Fire Flow Committee review are scheduled to be completed and presented to DLAC and subsequently Council in Q4 2020.

Other standing subcommittees of DLAC are reviewing policies and processes for Site Plan Control, subdivision design, lot grading, road grades, customer service and consultant reporting standards.

OTHER IMPROVEMENTS

In addition to the above, the following chart provides a status update on the business process improvements that were to be advanced as an outcome of the May 2019 staff report. Work on these improvements will continue through 2020 and beyond.

Initiative	Status
Customer Service Strategy	Ongoing: customer service training is being delivered to foster a customer-focused, solutions oriented approach aligning with Customer Service Strategy
Exit Interview planning/building permit applications	In progress: A customer satisfaction survey/exit interview for planning and building permit applications has been developed and will be implemented in Q3 2020
Citizens Guides to Planning and Building Services Process	In progress: Citizen Guides are being created based on earlier work to update the City of Greater Sudbury's website. This work will be complete by Q4 2020.
Expanding scope of SPART	In progress: staff applying the principles of SPART to support early stages of building permits including renovations, expansions and new builds
Prioritized approval stream net economic value projects	Upcoming: Reviewing the City's business processes to create a prioritized approval stream for projects that deliver net economic value to the community, to draw from the findings of the Employment Land Strategy now underway
Review Letters of Credit and Designated Authority	Not started: Reviewing policies and processes for letters of credit and delegated authority to ensure that they align with organizational requirements as well as stakeholder expectations, and that they are appropriate
Third Party Perspectives	Not started: Researching systems to enable a joint evaluation and sharing of perspectives related to professional advisors whose services may be required

	by developers to navigate municipal development services
Northern municipalities regulatory	Ongoing: City staff regularly engage with colleagues in other large northern municipalities on the application of regulatory requirements in Northern Ontario and other geographically-specific and unique environments
Issues Resolution Process	Ongoing: Issue identification, escalation and resolution processes have been strengthened and producing more timely strategic decisions.

COVID-19 COMMUNITY ECONOMIC RECOVERY

The COVID-19 pandemic has effected the economic, environmental and social health of communities in many different ways and will continue to do so for the foreseeable future. Given that the pandemic began just over three months ago, there is not a large body of research to draw from to assist with socio-economic recovery planning. However, there is a growing volume of literature on the issues that municipalities will face in the post recovery period and specifically where resources could be directed to facilitate a return to normal.

Over the past weeks, staff have gathered and reviewed over 50 publications dealing with the future of North American municipalities post Covid-19. Staff in Planning, Building Services and Economic Development are currently developing a report that will further break down these themes into potential action items that will allow City Council to consider how it can best support community economic recovery in Q3 2020. Overall, several socio-economic themes have emerged, and these are summarized below:

1. Impacts of Working From Home

The move to working from home was abrupt and necessary to mitigate the health concerns of COVID-19. As a result, many private and public office buildings now sit mainly empty. Whether or not working from home continues in a significant form post COVID-19 would be significant for downtowns and town centers and the businesses that rely on those weekday workers (such as restaurants and retail shops), coupled with the potential for a drop in demand for commercial office space.

2. Opportunities to Align Capital Projects with Long Term Resiliency

COVID-19 has dramatically changed the way that the public can access and enjoy public spaces and community infrastructure. As seen with 2008 financial crisis, there may be an opportunity to access funds from upper levels of government for public infrastructure projects to kick start the local economy. COVID-19 has demonstrated the need to focus these opportunities on long lasting projects that foster long term community resiliency, including, active transportation infrastructure, trails, social housing and public spaces.

3. The Need for Flexible and Adaptable Regulatory Frameworks

The longer-term lasting effects of the pandemic won't be known for some time; however, it is anticipated that there will be a period of significant adjustment as work patterns change. These changes should be met with a more flexible municipal regulatory framework that will allow business owners to

adapt and avoid the potential for vacant or underutilized properties. Additionally, people may need greater flexibility to work from home and access goods and services within walking distance. This period of change could be facilitated through zoning by-law changes that provide this flexibility.

4. Small and Medium Sized Businesses Will Need Assistance

Small and medium sized business employ a significant amount of people and are at the most risk during the pandemic and into the recovery phase. There is an opportunity for municipalities to play a role in assisting small and medium sized businesses. This could take many different forms; examples may include assistance in sourcing PPE, grants for social distancing upgrades (like glass partitions), city-wide CIPs for industrial development, energy efficiency upgrades, assistance with recruitment and succession planning and so on.

5. Food Security

The COVID-19 pandemic has highlighted the limitations of “just in time” delivery chains and reliance on global imports. Building local capacity to produce essential items such as food should be a municipal focus moving forward. This capacity can take a number of forms from local gardens, to support for local farms, urban production and the attraction of larger food processing facilities.

6. The Essence of Cities will be Tested

The physical distancing requirements imposed to combat the Covid-19 pandemic will challenge many of the norms and amenities that residents have valued and grown accustomed to in urban environments, such as public transportation, densification, restaurants and patios, and public spaces that foster interaction. While there may be a push to move away from these environments in the short term, history has proven that they will continue to work and that cities will recover. It will be important not to lose sight of that over the short term.

CONCLUSION

Even before the arrival of COVID-19, the last year has seen considerable change in the external environment which has impacted the delivery of development services to the community. The City is and will continue to navigate these changes to deliver quality services, while advancing strategic projects such as LMIS and other business process improvements. As Greater Sudbury emerges from the COVID-19 pandemic, efforts should shift towards community recovery. A further report will be brought forward in Q3 2020 to provide Council with an opportunity to consider how the City can best support community economic recovery.

References

1. Strengthening Development Approval Services - May 2019 Finance & Administration
<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1367&itemid=16785&lang=en>
2. Employment Land Strategy Proposal – September 2019 Finance & Administration
<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=7&id=1371>

Appendix

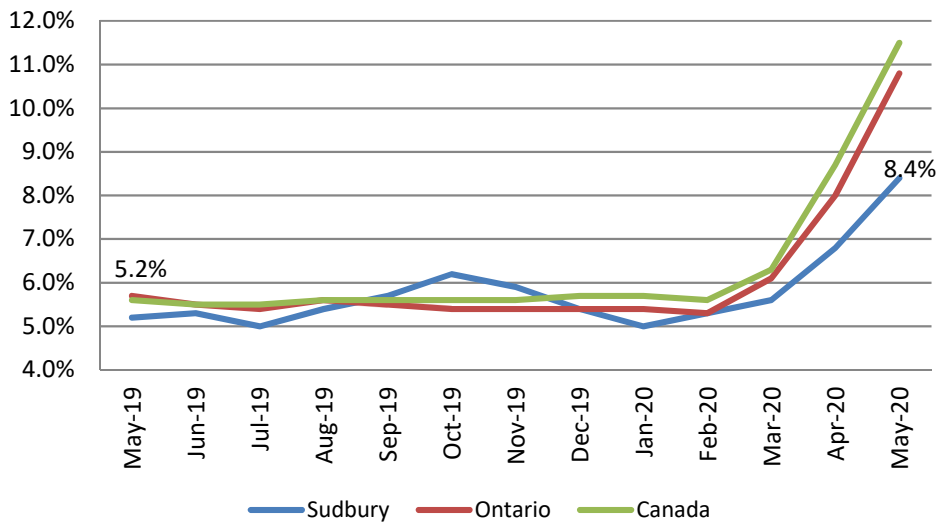
GREATER SUDBURY ECONOMIC BULLETIN, June 2020

OVERVIEW

	Geography	Most Recent Period	Last period (Reported in April Bulletin)	Same Period Last Year	Status
Unemployment Rate	Greater Sudbury	8.4%	5.6%	5.2%	R
May 2020 (3 Month Avg)	Ontario	10.8%	6.1%	5.7%	R
Total employment	Greater Sudbury	76,000	83,600	86,300	R
May 2020 (3 Month Avg)	Ontario	6,671,400	7,421,900	7,408,400	R
Participation Rate	Greater Sudbury	58.8%	62.7%	64.5%	R
March 2020 (3 Month Avg)	Ontario	60.8%	64.4%	64.7%	R
Employment Insurance Recipients	Greater Sudbury	2,270	2,270	2,030	Y
February 2020	Ontario	119,620	119,620	114,830	Y
GDP	Greater Sudbury	\$8,817	\$8,817	\$8,731	G
Forecast 2020 (millions \$)					
Average House Price	Greater Sudbury	\$298,431	\$319,860	\$274,556	G
May 2020	Ontario (April)	\$593,794	\$691,887	\$574,792	G
Building Permits Issued	Greater Sudbury	\$40.03	\$19.28	\$31.94	G
May 2020 (millions \$)		\$94.46(YTD)	\$49.93(YTD)	\$93.10(YTD)	G
Retail Sales	Greater Sudbury	\$2,481	\$2,481	\$2,416	G
Forecast 2020 (millions \$)					
Consumer Price Index	Greater Sudbury	1.40	1.40	1.376	G
Forecast 2020 (2002 = 1.000)					
Business Bankruptcies	Greater Sudbury	1	2	0	R
Q1 2020	Ontario	222	205	239	G

LABOUR FORCE

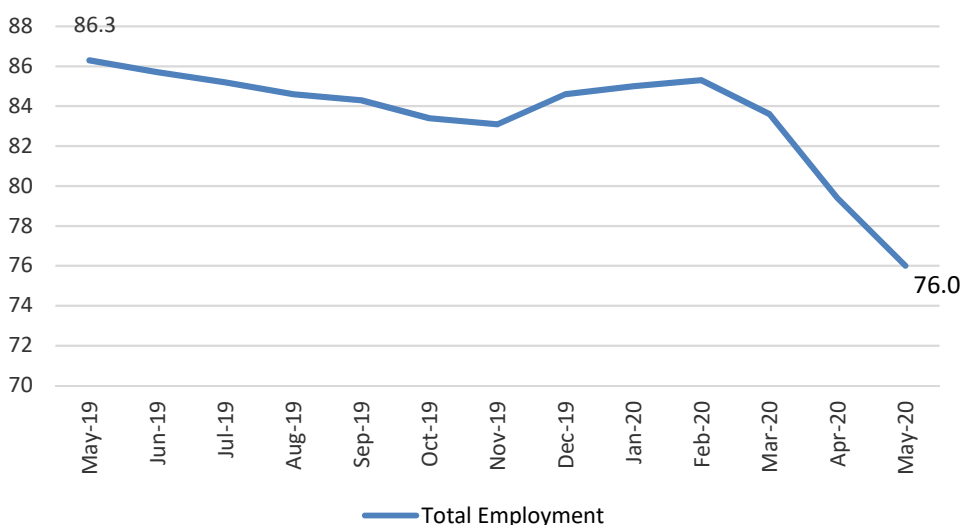
UNEMPLOYMENT RATE



The seasonally adjusted monthly unemployment rate for Greater Sudbury increased from 5.2% in May 2019 to 8.4% in March 2020. The sudden spike is due to the economic challenges presented by COVID-19.

	May 2020	April 2020	May 2019
Greater Sudbury	8.4%	6.8%	5.2%
Ontario	10.8%	8.0%	5.7%
Canada	11.5%	8.7%	5.6%

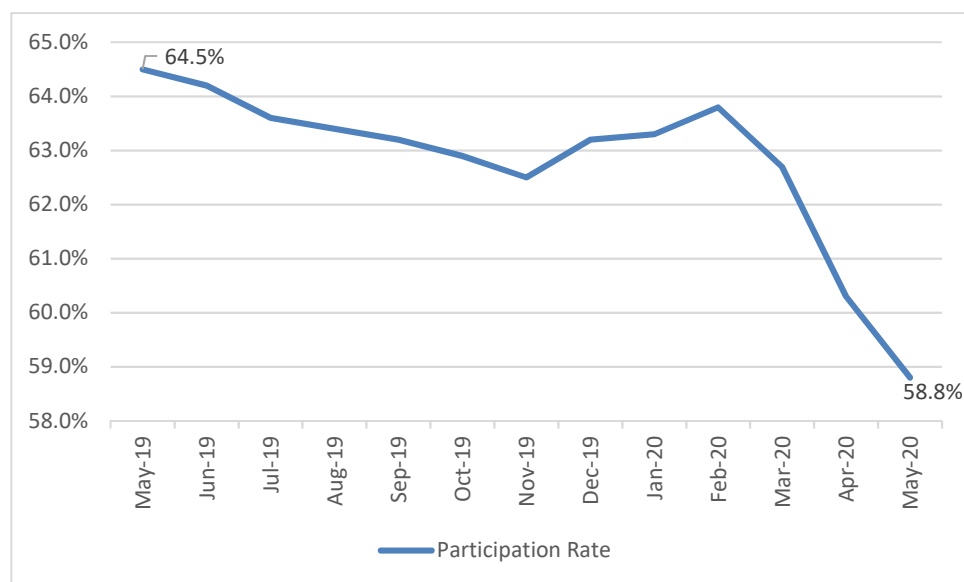
EMPLOYMENT



The total number of people employed in Greater Sudbury is 76,000. The number of people employed decreased by 10,300 compared to May 2019, primarily due to the layoffs caused by the pandemic.

	May 2020	April 2020	May 2019
Greater Sudbury	76,000	79,400	86,300

PARTICIPATION RATE



The seasonally adjusted monthly participation rate for Greater Sudbury is 58.8% for May 2020 compared to 64.5% in May 2019.

	May 2020	April 2020	May 2019
Greater Sudbury	58.8%	60.3%	64.5%

Labour Force Statistics Source: Statistics Canada

The Labour Force Survey (LFS) by Statistics Canada is seasonally adjusted monthly data. The results are presented as three-month moving averages, because the single month data is considered volatile. As per Statistics Canada recommendations, data should always be compared to the previous year.

EMPLOYMENT BY INDUSTRY

EMPLOYMENT (000s)	2017	2018	2019	2020 (F)	2021 (F)
Manufacturing	3.0	3.2	2.7	2.8	2.7
Construction	6.4	6.8	7.8	7.5	7.4
Primary and utilities	7.7	8.2	9.2	9.0	8.9
Wholesale and retail trade	12.9	11.9	11.9	11.5	11.4
Transportation and warehousing	2.9	3.3	3.1	2.8	2.9
Information and cultural industries	1.5	1.5	1.5	1.5	1.5
Finance, insurance, real estate, business, building, and other supporting industries	5.7	6.9	6.5	6.4	6.4
Professional, scientific, and technical services	3.1	4.6	4.8	4.4	4.5
Educational services	6.2	6.3	6.9	6.8	6.8
Health care and social assistance	14.2	13.5	14.0	14.5	14.7
Arts, entertainment, and recreation	2.6	2.4	1.9	2.2	2.2
Accommodation and food services	5.7	4.5	4.8	5.0	5.1
Other services (except public administration)	3.3	2.5	3.6	3.6	3.6
Public Administration	5.9	5.8	6.7	6.7	6.8
Total Employment	81.1	81.4	85.4	84.7	84.9

Source: The Conference Board of Canada, Metropolitan Outlook – Winter 2020. (First reported in April 2020 Economic Bulletin)

The Conference Board of Canada issues the Metropolitan Outlook twice a year. Due to this, the numbers of sectoral employment differ from the monthly data issued by Statistics Canada. The Metropolitan Outlook also provides a forecast for several years ahead.

Year-Over-Year Change (000s) (NAICS)	May -19	May -20	Variance
Goods-producing sector	20.2	15.6	-4.6
Forestry, fishing, mining, quarrying, oil and gas	8.3	7.3	-1.0
Construction	7.6	5.4	-2.2
Manufacturing	3.1	2.3	-0.8
Services-producing sector	65.5	58.9	-6.6
Wholesale and retail trade	13.2	10.6	-2.6
Transportation and warehousing	3.5	4.3	0.8
Finance, insurance, real estate, rental and leasing	3.7	3.7	0.0
Professional, scientific and technical services	4.9	3.5	-1.4
Business, building and other support services	2.8	2.9	0.1
Educational services	6.8	5.6	-1.2
Health care and social assistance	14.2	13	-1.2
Information, culture and recreation	1.5	2.1	0.6
Accommodation and food services	4.5	2.6	-1.9
Other services (except public administration)	3.5	3.1	-0.4
Public administration	6.9	7.7	0.8
Total employed, all industries	85.7	74.5	-11.2

Source: Statistics Canada, Labour Force Survey, Table: 14-10-0097-0. NAICS – North American Industry Classification System

GROWING LABOUR FORCE

The May Labour Force Survey issued by Statistics Canada indicates that Sudbury has lost 11,200 jobs compared to May 2019, with decline in all sectors except transportation and warehousing; finance, insurance, real estate, rental and leasing; business, building and other support services; Information, culture and recreation; and public administration.

The Conference Board of Canada reports that nearly 4,300 new jobs were created over the last two years, almost 4,000 of these in 2019 alone. This was the best two-year performance since 2009 recession and lifted Sudbury employment to a record high. The local unemployment rate fell to a post-recession low of 5.7% last year. Sudbury is set to surrender some of these gains in 2020, with employment falling by about 700 positions and the unemployment rate edging up to 6.0%. A 250-job gain and a drop in the unemployment rate to 5.9% is the projection for 2021. Employment is forecasted to rise steadily, with jobs creation expected to post an annual average of just under 550 positions between 2022 and 2024. The unemployment rate will fall to 5.6% by 2024.

Total net in-migration to the area soared to 1,941 people in 2018, the most since 1991. This boosted population growth by 1.1% the fastest since 1992. Net in-migration then eased to an estimated 347 people last year, but the area's population still managed to expand by 0.7%.

Sudbury has seen a jump in the number of non-permanent residents over the past couple of years. Many of these newcomers are international students attending Laurentian University and Cambrian College. Persistent net inflows of international newcomers, combined with ongoing positive net intercity migration, will offset modest net interprovincial outflows to keep net in-migration at an annual average of 220 people between 2020 and 2024.

GDP

Greater Sudbury	2017	2018	2019	2020 (F)	2021 (F)	2022 (F)
Real GDP at basic prices (\$ millions)	8,489	8,625	8,731	8,817	8,892	8,965
%-change	1.3	1.6	1.2	1.0	0.8	0.8

Source: The Conference Board of Canada, Metropolitan Outlook – Winter 2020. (First reported in April 2020 Economic Bulletin)

HOUSING STARTS

According to the Canada Mortgage and Housing Corporation statement, housing starts for semi-detached homes have increased in May 2020 compared to May 2019.

	May 2020	YTD 2020	Change
Single	2	8	-27.3%
Semi-detached	2	8	33.3%
Row	0	0	Unchanged
Apartment	0	0	Unchanged
Total	4	16	-5.9%

SUDBURY REAL ESTATE MARKET

Residential sales activity recorded through the MLS® System of the Sudbury Real Estate Board **numbered 184 units in May 2020. This was a large decline of 32.1% from May 2019** and marked the lowest May in over 20 years.

On a year-to-date basis, home sales totaled 739 units over the first five months of the year. This was a decrease of 16.1% from the same period in 2019. **The average price of homes sold in May 2020 was \$298,431**, up 8.4% from May 2019. The more comprehensive year-to-date average price was \$288,471, up 9.3% from the first five months of 2019.

There were **298 new residential listings in May 2020**. This was a large decline of 36.7% on a year-over-year basis to the lowest level for this month in over three decades.

Overall supply levels continue to decline at an accelerating pace. Active residential listings numbered 519 units at the end of May. This was a substantial decline of 38.8% from the end of May 2019.

Months of inventory numbered 2.8 at the end of May 2020, down from the 3.1 months recorded at the end of May 2019 and below the long-run average of 4.8 months for this time of year. The number of months of inventory is the number of months it would take to sell current inventories at the current rate of sales activity.

The total dollar value of all home sales in May 2020 was \$54.9 million, falling 26.4% from the same month in 2019.

Sales of all property types numbered 219 units in May 2020; this was a large decline of 32% from May 2019. The total value of all properties sold was \$65 million, falling 28.9% from May 2019.

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RENTAL MARKET

VACANCY RATES (APARTMENT)

Primary Rental Market	October 2017	October 2018	October 2019
Bachelor	5.7%	N/A	3.1%
1 Bedroom	4.6%	2.4%	2.5%
2 Bedroom	4.3%	2.8%	1.9%
3 Bedroom +	6.0%	N/A	0.6%
Total	4.5%	2.6%	2.1%

Source: Canada Mortgage and Housing Corporation (Rental Market Survey)

AVERAGE RENT (APARTMENT)

Apartment Type	October 2017	October 2018	October 2019
Bachelor	\$659	\$641	\$676
1 Bedroom	\$848	\$855	\$904
2 Bedroom	\$1,048	\$1,052	\$1,114
3 Bedroom +	\$1,195	\$1,204	\$1,183

Source: Canada Mortgage and Housing Corporation (Rental Market Survey).

BUILDING PERMITS

The City of Greater Sudbury issued 149 building permits with a combined value of \$40.03 million in May 2020, compared to 278 permits issued with a combined value of \$31.94 million in May 2019.

Source: Building Services, City of Greater Sudbury

TOTAL VALUE OF BUILDING PERMITS (millions \$)

	May 2020 YTD	May 2019 YTD	YoY
Value	\$94.46	\$93.10	G
Number of Permits	398	604	R

TOTAL VALUE ICI BUILDING PERMITS (millions \$)

Industrial, Commercial and Institutional Building

	May 2020 YTD	May 2019 YTD	YoY
Value	\$72.22	\$72.56	R
Number of Permits	102	166	R

VALUE OF BUILDING PERMITS – Greater Sudbury (millions \$)

	May 2020 YTD	May 2019 YTD	YoY
Residential	\$22.04	\$20.32	G
Commercial	\$19.53	\$11.85	G
Industrial	\$32.56	\$21.68	G
Institutional	\$20.13	\$39.03	R

RETAIL SALES

	2017	2018	2019	2020 (F)	2021 (F)
Retail sales (\$ millions)	2,270	2,355	2,416	2,481	2,534
%-change	7.3	3.7	2.6	2.7	2.1
Consumer Price Index (2002 = 1.000)	1.319	1.350	1.376	1.404	1.434
%-change	1.7	2.4	1.9	2.0	2.2

Source: The Conference Board of Canada, Metropolitan Outlook – Winter 2020. (First reported in April 2020 Economic Bulletin)

FINANCIAL ACTIVITY

INSOLVENCIES

Greater Sudbury	Q1 2020	Q1 2019	%-change	YoY
Business Bankruptcies	1	0	n/a	R
Consumer Bankruptcies	265	206	28.6%	R

Ontario	Q1 2020	Q1 2019	%-change	YoY
Business Bankruptcies	222	239	-7.1%	G
Consumer Bankruptcies	11,174	10,171	9.9%	R

Consumer bankruptcies increased in Greater Sudbury by 28.6% in Q1 2020 comparing to Q1 2019.

Source: Office of the Superintendent of Bankruptcy Canada.

MAJOR FUNDING AND ANNOUNCEMENTS

- Northern Ontario Exports Program run by the City of Greater Sudbury in collaboration with Ontario's North Economic Development Corporation (ONEDC) has successfully launched Export Marketing Assistance (EMA) Program funding in late May. The program will help export-ready companies to enhance their export potential.
- The City of Greater Sudbury and the Greater Sudbury Development Corporation (GSDC) have launch a Tourism Development Fund with up to \$1 million available for investment into private sector, public sector and non-profit proposals to increase visitation and overnight stays in the community. Revenue from the local Municipal Accommodation Tax has been building the investment fund since 2018.

Legend

R – Unfavourable **Y** – No/Small Change **G** – Favourable

Request for Decision

2021 Budget Update

Presented To: Finance and
Administration
Committee

Presented: Tuesday, Sep 15, 2020

Report Date Tuesday, Sep 01, 2020

Type: Managers' Reports

Resolution

THAT the City of Greater Sudbury directs staff to schedule two additional meetings over the next six weeks to facilitate the desire for reviewing the factors influencing the 2021 Budget, with meeting agendas that generally reflect the outline described in the report entitled "2021 Budget Update", from the General Manager of Corporate Services presented at the Finance and Administration Committee meeting on September 15, 2020.

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters.

Report Summary

This report is a follow up to the August 11, 2020 Budget Direction report. The purpose of this report is to provide updated information for 2020, which will influence the 2021 Budget. The report provides an update on the funding received from senior levels of government, potential financing and mitigating alternatives.

Financial Implications

There are no financial implications associated with this report.

Signed By

Report Prepared By

Steve Facey
Manager of Financial Planning &
Budgeting
Digitally Signed Sep 1, 20

Division Review

Ed Stankiewicz
Executive Director of Finance, Assets
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Digitally Signed Sep 1, 20

Financial Implications

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Recommended by the Department

Kevin Fowke
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Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
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EXECUTIVE SUMMARY

This report is a follow up to the August 11, 2020 Budget Direction report. The purpose of this report is to recommend an approach for addressing the Committee's desire to review the factors influencing the 2021 Budget.

Even with extraordinary provincial support in response to the COVID-19 virus, Council guidance is required to support the development of a 2021 Budget that meets expectations for service results and affordability.

BACKGROUND

The Finance and Administration Committee was presented the projected 2020 Year End Position. This report highlighted the organization's overall financial position and included a projected \$6.2 million deficit to the end of 2020. Even though this amount includes all operating departments, the majority of the deficit is a direct result of COVID-19.

The Finance and Administration Committee was presented both a Long-term Financial Plan update and a request for budget direction on August 11 2020. Both reports highlighted a recommended property tax increase of 3.9%, after assessment growth. In order to reach this, service adjustments are required. Approximately \$13.1 million of net levy savings is required to achieve the target.

The Finance and Administration Committee deferred a decision about budget directions to November 3, 2020. Staff were requested to schedule additional meetings to continue to the conversation and receive direction from the Finance and Administration Committee on November 3, 2020.

MEETING PREPARATION

There are several years' worth of reports and data that provide important details about service performance and the City's financial position. Building on that body of knowledge, staff anticipate two special meetings would occur focused on Budget 2021 issues and solutions.

Prior to the meetings, each Councillor would be contacted for in-person/telephone meetings to gather some preparatory details which would create a report that staff would prepare in advance of the proposed sessions.

The report would include some historical information/links to previous reports about prior budgets that have been adjusted (highlighting both expenditure reductions and service level increases), and show anticipated revenues for expenditures for 2021. Based on the 2021 Forecast, the issues are more than an expenditure requirement. The corporation is forecasted to experience service capacity issues and revenue reductions due to the influence of COVID-19.

The objectives would be to:

1. Clarify Council's expectations about service priorities
2. Develop Council consensus/direction about approaches for addressing budget challenges

SERVICE PRIORITIES AND EXPECTATIONS

The goal of the conversations around service priorities and expectations is to produce a shared understanding and the impact on the 2021 Budget.

The second stage of the additional meetings would include the following:

- Compiled Councillor feedback from in-person/telephone consultations.
- A review of Strategic Plan directions.
- An assessment of the impact of new/pending policy guidance, such as the Community Energy and Emissions Plan.
- Consideration of short versus long-term priorities and the impact on the 2021 Budget (i.e. COVID-19).
- An illustration of what Council controls and what costs/legislations are not under Council's influence.

CONSENSUS FOR BUDGET DIRECTION

The purpose of these discussions would be to produce direction for staff that identifies where more analysis is required in preparation for a November Budget Directions decision. In order to reach consensus, the conversations should:

1. Review current service levels.
2. Review planned service/financing changes in 2021.
3. Explores adjustment approaches and specific options. Included in Appendix A is a summary from the Core Service Review – Phase 1. Potential solutions include:
 - a. Explore changes to how we deliver services. There are a number of potential opportunities that are presenting themselves due to COVID-19 that may provide long-term savings with a capital investment today. For example, there could be services we suspend or reduce in 2021 that are reintroduced in 2022.
 - b. Explore where services can be changed. These could be changes that reflect low demand services, service level adjustments, or replace high-cost service approaches with lower-cost alternatives.
 - c. Elimination of services.
 - d. Increase user fees and work toward a full recovery of costs for some services.
 - e. Assess the implications of increasing the property tax levy.

MEETING FORMAT

Two special meetings are recommended in the coming weeks. The first meeting will:

1. Review feedback and 2021 issues/priorities
2. Review financial gap anticipated for 2021 Budget and nature of the factors influencing it (one-time or ongoing).
3. Review priorities and desired outcomes defined in 2019 and since then through various policy approvals (i.e. CEEP).
4. Review and define all service levels and identify whether potential for change exists.

The second meeting will:

1. Communicate mitigation approaches guided by Councillor's comments.
2. Clarify the impact of changing, reducing or eliminating services as well as increasing user fees and/or the property tax levy.
3. Communicate whether there are any approaches that do not work for Council or If there are any non-starter services.

ADDITIONAL INFORMATION

The following information has been provided either as an update for the Finance and Administration Committee's information or reference material to aid with the conversations mentioned above.

Financial Relief from Senior Levels of Government

On August 12, 2020, the corporation received funding letters from senior levels of government. The Phase 1 allocations totaled \$12,671,980, which is comprised of the following:

- Municipal Operating Funding - \$9,152,700
- Municipal Transit Funding - \$3,519,280

If the organization is able to demonstrate that the Phase 1 allocations are insufficient, the organization will be able to apply for additional funding in Phase 2.

The organization also has the ability to place excess funds into a reserve account to offset future pressures. The reporting and eligibility requirements have not yet been finalized, and staff expect to receive additional information in the coming weeks.

Current Financing Alternatives

The corporation did not solely rely on senior levels of government to fund the 2020 deficit. Above and beyond the mitigation strategies to reduce the budget (i.e. Salary Gapping), Council has the following alternate funding sources to fund the 2020 deficit, if required:

- Capital Holding Account Reserve
 - Approved in June of 2020, Council approved funding of up to \$5.2 million from Capital Holding Account Reserve to fund the year-end deficit. These funds were a result of completed, cancelled or projects that could be reduced.
- Special Capital Levy
 - The capital levy allocation of \$4.1 million was deferred to December 2020. Staff are to provide updated recommendations at that time to address aging infrastructure needs in the community and to include the potential for applying the amount towards the 2020 financial position.

It should be noted that these are one-time financing alternatives and if, as is generally expected, the issues due to COVID-19 continue, additional mitigation strategies will need to be implemented. Staff will continue to analyze and refine the information. The Finance and Administration Committee will be presented an updated year-end position in October, based on August month end.

Guiding Documents

The guiding documents have also been provided for the Finance and Administration Committee's information within the reference section. Over the last number of years, Council has progressed on a number of key decisions and discussions. Examples of these are as follows:

- Strategic Plan
- Community Energy and Emissions Plan
- Short and long-term priorities (i.e. Large Projects)

CONCLUSION AND NEXT STEPS

Staff continue to work on preparing the 2021 Budget within existing service levels. Staff recommend scheduling two additional meetings dedicated to supporting the Finance and Administration Committee's deliberations of 2021 Budget Directions.

References

Long-term Financial Plan Update -

<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=3&id=1513>

2021 Budget Direction and Two Year Financial Forecast

<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=4&id=1513>

2020 Operating Budget Variance Report – June

<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=30878.pdf>

Core Service Review (Phase 1)

<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=5&id=1329>

Core Service Review (Final Report)

<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=18&id=1466>

Service	Organizational Unit	Service Category	2019 Net Levy
Finance, Compliance, IT Audits and Investigations, Hotline and ERM Support	Auditor General's Office	Traditional	382,911
Communications and Engagement	CAO's Office	Traditional	1,449,682
Manage Service Requests & Inquiries	CAO's Office	Traditional	1,264,171
Economic Development	CAO's Office	Traditional	5,073,816
Clerk's Services & Council Support	Corporate Services	Traditional	1,599,817
Provincial Offences Court	Corporate Services	Legislated/Regulated/Mandated	(1,155,301)
Legal Services	Corporate Services	Traditional	1,651,583
Security, By-law & Parking Services	Corporate Services	Traditional	54,105
Animal Control and Shelter Services	Corporate Services	Traditional	372,510
Information Technology	Corporate Services	Traditional	-
Human Resources & Labour Relations	Corporate Services	Traditional	1,044
Compensation & Benefits	Corporate Services	Traditional	-
Organizational Development, Safety, Wellness & Rehabilitation	Corporate Services	Traditional	-
Taxation	Corporate Services	Legislated/Regulated/Mandated	2,351,029
Accounting, Purchasing & Payroll	Corporate Services	Traditional	1,453,673
Financial Planning, Budgeting & Support Services	Corporate Services	Traditional	2,912,984
Facilities Management	Corporate Services	Traditional	5,267,659
Real Estate	Corporate Services	Traditional	962,111
Fleet Services	Corporate Services	Traditional	220,539
Energy Initiatives	Corporate Services	Traditional	192,186
Housing Operations	Community Development	Traditional	4,919,216
Housing Programs	Community Development	Legislated/Regulated/Mandated	15,986,269
Housing Registry	Community Development	Legislated/Regulated/Mandated	220,502
Long Term Care	Community Development	Traditional	4,636,257
Ontario Works Program Delivery	Community Development	Legislated/Regulated/Mandated	4,992,489
Emergency Shelters and Homelessness	Community Development	Traditional	569,330
Children Services	Community Development	Legislated/Regulated/Mandated	2,114,274
Citizen Services	Community Development	Traditional	681,578
Libraries	Community Development	Traditional	6,934,071
Museums	Community Development	Traditional	266,757
Cemetery Services	Community Development	Legislated/Regulated/Mandated	62,475
Arenas	Community Development	Traditional	3,942,832
Parks	Community Development	Traditional	10,576,438
Recreation	Community Development	Traditional	4,337,905
Community Grants	Community Development	Traditional	1,688,677
Transit	Community Development	Traditional	13,983,983
Crossing Guards	Community Development	Traditional	254,576
Engineering Project Delivery	Growth & Infrastructure	Traditional	-
Engineering Design	Growth & Infrastructure	Traditional	-
Construction Services	Growth & Infrastructure	Traditional	-
Infrastructure Capital Planning	Growth & Infrastructure	Traditional	5,561,101
Transportation and Innovation	Growth & Infrastructure	Traditional	482,213
Roads Operations & Maintenance	Growth & Infrastructure	Traditional	39,237,366
Distribution and Collection Operations & Maintenance	Growth & Infrastructure	Traditional	-
Solid Waste Management	Growth & Infrastructure	Legislated/Regulated/Mandated	14,873,908
Water Treatment	Growth & Infrastructure	Legislated/Regulated/Mandated	-
Wastewater Treatment	Growth & Infrastructure	Legislated/Regulated/Mandated	-
Community & Strategic Planning	Growth & Infrastructure	Traditional	3,042,179
Development Approvals	Growth & Infrastructure	Traditional	1,424,450
Environmental Planning	Growth & Infrastructure	Traditional	1,046,071
Building Permits and Approvals	Growth & Infrastructure	Legislated/Regulated/Mandated	(2,180,424)
Plans Examination	Growth & Infrastructure	Traditional	927,958
Building Inspections	Growth & Infrastructure	Legislated/Regulated/Mandated	1,252,466
Fire Services Emergency Response	Community Safety	Traditional	22,794,093
Fire Safety Education and Prevention	Community Safety	Legislated/Regulated/Mandated	2,391,356
Paramedic Medical Care and Transportation	Community Safety	Legislated/Regulated/Mandated	10,331,245
Community Paramedic Care	Community Safety	Traditional	-
Emergency Management Public Safety, Planning and Prevention	Community Safety	Traditional	480,777
			201,886,907

For Information Only

Financial Implications Associated with the Corporation's COVID-19 Response

Presented To: Finance and
Administration
Committee

Presented: Tuesday, Sep 15, 2020

Report Date Tuesday, Sep 01, 2020

Type: Managers' Reports

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters relating to the COVID-19 virus.

Report Summary

This report provides an update on the 2020 deficit and initial funding announced by senior levels of government, the known eligibility and additional information with respect to Phase 2, which is application based.

Financial Implications

There are no financial implications associated with this report.

Signed By

Report Prepared By

Steve Facey
Manager of Financial Planning &
Budgeting
Digitally Signed Sep 1, 20

Division Review

Ed Stankiewicz
Executive Director of Finance, Assets
and Fleet
Digitally Signed Sep 1, 20

Financial Implications

Steve Facey
Manager of Financial Planning &
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Recommended by the Department

Kevin Fowke
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Digitally Signed Sep 1, 20

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Sep 2, 20

EXECUTIVE SUMMARY

This report provides an update on the 2020 deficit and initial funding announced by senior levels of government, the known eligibility and additional information with respect to Phase 2, which is application based.

BACKGROUND

Staff provided the year-end position projections on August 11, 2020. Included in this information was an estimated year-end deficit of \$6.2 million. This amount included the financial implications of COVID-19 and the impact that it has had on the corporation's operations.

The 2020 deficit is due, primarily, to lost revenues accompanied with unanticipated expenditures. There are no major changes in the 2020 deficit from the previous report. Leisure and Transit Services have had the greatest impact with lost revenues totaling of approximately \$8.3 million. The corporation has experienced other negative revenue variances, specifically in the areas of slot revenue, Municipal Accommodation Tax, and interest revenue because of property tax due date changes. Staff will be completing a detailed analysis based on August month end which will be brought back to the Finance and Administration Committee in October 2020.

The organization has also had to adapt service levels, which has resulted in additional expenditures such as personal protective equipment and staffing costs for enhanced service levels (essential services).

FUNDING FROM SENIOR LEVELS OF GOVERNMENT

On July 27, 2020, as part of the federal-provincial Safe Restart Agreement, the Ontario government announced up to \$4 billion in emergency assistance to Ontario's 444 municipalities. This funding is to respond to COVID-19.

This investment will provide support to municipalities and public transit operators to help them address financial pressures as well as maintain critical services and protect vulnerable people as the province safely and gradually opens.

The funding includes up to \$2 billion to support municipal operating pressures and up to \$2 billion to support municipal transit systems.

Included in **Appendix A** is the allocation of both streams by municipality.

MUNICIPAL OPERATING STREAM

Under the municipal operating stream, \$1.39 billion will be available to municipalities. This funding will be allocated in two phases: 50% allocated in Phase 1 for all municipalities, and 50% allocated in Phase 2 for municipalities that require additional funding. The Phase 1 allocation for the City of Greater Sudbury is \$9,152,700 and was calculated on a per household basis.

If the amount of funding exceeds the 2020 COVID-19 operating costs and pressures, it is expected that the municipality will place the excess funding into reserves to be accessed to support COVID-19 operating costs and pressures incurred in 2021.

Phase 2 of the municipal stream will be offered to municipalities that can demonstrate that 2020 COVID-19 operating costs and pressures exceed the Phase 1 per household allocation. Municipalities are required to submit reports outlining their COVID-19 operating costs and pressures by October 30, 2020.

MUNICIPAL TRANSIT STREAM

The municipal transit stream is also allocated in two phases. In phase 1, \$666 million will be allocated to municipalities with transit systems to help provide immediate relief. In Phase 2, the balance will be available for municipalities with transit systems to address the ongoing financial pressures of COVID-19 until the end of the provincial fiscal year, or March 31, 2021. A two-phased approach will provide the flexibility to address actual municipal transit pressures, including any impacts of a potential second wave of COVID-19. The Phase 1 allocation for the City of Greater Sudbury is \$3,519,280 for transit pressures incurred from April 1, 2020 to September 30, 2020.

The eligibility of the municipal transit stream include the need to operate with reduced revenue and new expenses resulting from COVID-19. These preliminary criteria is as follows:

- Reduced revenue would include pressures related to the following:
 - Farebox
 - Advertising
 - Parking
 - Contracts
- New expenses incurred in response to the COVID-19 outbreak would include the following:
 - Cleaning costs
 - New contracts
 - Labour costs
 - Driver protection
 - Passenger protection
 - Other capital costs

The corporation is expected to place excess funding into a reserve account to be accessed to support Phase 2 COVID-19 municipal transit pressures that incur up to March 31, 2021.

Phase 2 is available to municipalities that can support the need for additional funding. Phase 2 funding will consider the reported actual impacts to determine the funding allocations. Additional correspondence is expected in the Fall of 2020.

CONCLUSION AND NEXT STEPS

In total, the City of Greater Sudbury received approximately \$12.7 million in emergency assistance in Phase 1 for municipal operating and transit pressures.

Operating departments will be required to provide a year end projection for all accounts based on the August month end. An updated year-end position report will be provided in October 2020.

Staff will continue to analyze and prepare data for Phase 1 reporting. Staff will also prepare the supporting documentation in advance of the Phase 2 application due dates.

REFERENCES

Financial Implications Associated with the Corporation's COVID-19 Response (July):

<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=30681.pdf>

Municipal Funding under the Safe Restart Agreement

Municipality	Municipal Funding Phase 1	Transit Funding Phase 1	Total Phase 1 Municipal Allocation
Addington Highlands, Township of	\$ 159,400	\$ -	\$ 159,400
Adelaide-Metcalf, Township of	\$ 65,000	\$ -	\$ 65,000
Adjala-Tosorontio, Township of	\$ 248,300	\$ -	\$ 248,300
Admaston/Bromley, Township of	\$ 85,100	\$ -	\$ 85,100
Ajax, Town of	\$ 2,343,000	\$ -	\$ 2,343,000
Alberton, Township of	\$ 45,600	\$ -	\$ 45,600
Alfred and Plantagenet, Township of	\$ 265,200	\$ -	\$ 265,200
Algonquin Highlands, Township of	\$ 275,900	\$ -	\$ 275,900
Alnwick/Haldimand, Township of	\$ 207,600	\$ -	\$ 207,600
Amaranth, Township of	\$ 88,300	\$ -	\$ 88,300
Amherstburg, Town of	\$ 568,400	\$ -	\$ 568,400
Armour, Township of	\$ 155,300	\$ -	\$ 155,300
Armstrong, Township of	\$ 65,600	\$ -	\$ 65,600
Arnprior, Town of	\$ 256,300	\$ -	\$ 256,300
Arran-Elderslie, Municipality of	\$ 184,800	\$ -	\$ 184,800
Ashfield-Colborne-Wawanosh, Township of	\$ 189,100	\$ -	\$ 189,100
Asphodel-Norwood, Township of	\$ 119,000	\$ -	\$ 119,000
Assignack, Township of	\$ 104,800	\$ -	\$ 104,800
Athens, Township of	\$ 86,900	\$ -	\$ 86,900
Atikokan, Town of	\$ 186,600	\$ 15,662	\$ 202,262
Augusta, Township of	\$ 189,800	\$ -	\$ 189,800
Aurora, Town of	\$ 1,298,500	\$ -	\$ 1,298,500
Aylmer, Town of	\$ 184,400	\$ -	\$ 184,400
Baldwin, Township of	\$ 43,000	\$ -	\$ 43,000
Bancroft, Town of	\$ 125,000	\$ 22,523	\$ 147,523
Barrie, City of	\$ 6,601,400	\$ 2,556,418	\$ 9,157,818
Bayham, Municipality of	\$ 164,100	\$ -	\$ 164,100
Beckwith, Township of	\$ 204,600	\$ -	\$ 204,600
Belleville, City of	\$ 2,870,200	\$ 903,985	\$ 3,774,185
Billings, Township of	\$ 89,800	\$ -	\$ 89,800
Black River-Matheson, Township of	\$ 177,600	\$ -	\$ 177,600
Blandford-Blenheim, Township of	\$ 179,000	\$ -	\$ 179,000
Blind River, Town of	\$ 289,200	\$ 14,273	\$ 303,473
Bluewater, Municipality of	\$ 330,000	\$ -	\$ 330,000
Bonfield, Township of	\$ 135,000	\$ -	\$ 135,000
Bonnechere Valley, Township of	\$ 149,400	\$ -	\$ 149,400
Bracebridge, Town of	\$ 552,700	\$ 28,588	\$ 581,288
Bradford West Gwillimbury, Town of	\$ 828,600	\$ 44,829	\$ 873,429
Brampton, City of	\$ 10,879,900	\$ 24,031,309	\$ 34,911,209
Brant, County of	\$ 1,732,000	\$ 19,748	\$ 1,751,748
Brantford, City of	\$ 5,043,300	\$ 1,299,181	\$ 6,342,481
Brethour, Township of	\$ 25,000	\$ -	\$ 25,000
Brighton, Municipality of	\$ 326,600	\$ -	\$ 326,600
Brock, Township of	\$ 323,200	\$ -	\$ 323,200
Brockton, Municipality of	\$ 267,100	\$ -	\$ 267,100

Municipal Funding under the Safe Restart Agreement

Municipality	Municipal Funding Phase 1	Transit Funding Phase 1	Total Phase 1 Municipal Allocation
Brockville, City of	\$ 1,313,900	\$ 102,647	\$ 1,416,547
Brooke-Alvinston, Municipality of	\$ 63,500	\$ -	\$ 63,500
Bruce, County of	\$ 2,497,900	\$ -	\$ 2,497,900
Bruce Mines, Town of	\$ 37,100	\$ -	\$ 37,100
Brudenell, Lyndoch and Raglan, Township of	\$ 71,200	\$ -	\$ 71,200
Burk's Falls, Village of	\$ 64,600	\$ -	\$ 64,600
Burlington, City of	\$ 4,470,700	\$ 1,571,213	\$ 6,041,913
Burpee and Mills, Township of	\$ 42,500	\$ -	\$ 42,500
Caledon, Town of	\$ 1,458,100	\$ 35,886	\$ 1,493,986
Callander, Municipality of	\$ 218,100	\$ -	\$ 218,100
Calvin, Municipality of	\$ 34,700	\$ -	\$ 34,700
Cambridge, City of	\$ 3,069,100	\$ -	\$ 3,069,100
Carleton Place, Town of	\$ 284,900	\$ -	\$ 284,900
Carling, Township of	\$ 216,400	\$ -	\$ 216,400
Carlow/Mayo, Township of	\$ 43,000	\$ -	\$ 43,000
Casey, Township of	\$ 25,000	\$ -	\$ 25,000
Casselman, Municipality of	\$ 93,500	\$ -	\$ 93,500
Cavan Monaghan, Township of	\$ 217,100	\$ -	\$ 217,100
Central Elgin, Municipality of	\$ 344,700	\$ -	\$ 344,700
Central Frontenac, Township of	\$ 251,000	\$ -	\$ 251,000
Central Huron, Municipality of	\$ 257,900	\$ -	\$ 257,900
Central Manitoulin, Municipality of	\$ 215,900	\$ -	\$ 215,900
Centre Hastings, Municipality of	\$ 143,400	\$ -	\$ 143,400
Centre Wellington, Township of	\$ 786,300	\$ -	\$ 786,300
Chamberlain, Township of	\$ 25,000	\$ -	\$ 25,000
Champlain, Township of	\$ 247,700	\$ -	\$ 247,700
Chapleau, Township of	\$ 141,000	\$ 17,230	\$ 158,230
Chapple, Township of	\$ 44,800	\$ -	\$ 44,800
Charlton-Dack, Municipality of	\$ 34,800	\$ -	\$ 34,800
Chatham-Kent, Municipality of	\$ 5,817,800	\$ 236,381	\$ 6,054,181
Chatsworth, Township of	\$ 189,500	\$ -	\$ 189,500
Chisholm, Township of	\$ 81,000	\$ -	\$ 81,000
Clarence-Rockland, City of	\$ 607,400	\$ -	\$ 607,400
Clarington, Municipality of	\$ 2,135,500	\$ -	\$ 2,135,500
Clearview, Township of	\$ 382,100	\$ 20,963	\$ 403,063
Cobalt, Town of	\$ 77,000	\$ -	\$ 77,000
Cobourg, Town of	\$ 571,800	\$ 97,780	\$ 669,580
Cochrane, Town of	\$ 322,900	\$ 18,592	\$ 341,492
Cockburn Island, Township of	\$ 25,000	\$ -	\$ 25,000
Coleman, Township of	\$ 48,300	\$ -	\$ 48,300
Collingwood, Town of	\$ 754,000	\$ 161,328	\$ 915,328
Conmee, Township of	\$ 39,200	\$ -	\$ 39,200
Cornwall, City of	\$ 2,686,300	\$ 687,352	\$ 3,373,652
Cramahe, Township of	\$ 174,600	\$ 16,922	\$ 191,522
Dawn-Euphemia, Township of	\$ 53,500	\$ -	\$ 53,500

Municipal Funding under the Safe Restart Agreement

Municipality	Municipal Funding Phase 1	Transit Funding Phase 1	Total Phase 1 Municipal Allocation
Dawson, Township of	\$ 37,000	\$ -	\$ 37,000
Deep River, Town of	\$ 120,900	\$ -	\$ 120,900
Deseronto, Town of	\$ 49,600	\$ 21,753	\$ 71,353
Dorion, Township of	\$ 25,000	\$ -	\$ 25,000
Douro–Dummer, Township of	\$ 221,600	\$ -	\$ 221,600
Drummond/North Elmsley, Township of	\$ 228,000	\$ -	\$ 228,000
Dryden, City of	\$ 433,400	\$ 15,770	\$ 449,170
Dubreuilville, Township of	\$ 40,600	\$ -	\$ 40,600
Dufferin, County of	\$ 1,482,800	\$ -	\$ 1,482,800
Durham, Regional Municipality of	\$ 14,551,200	\$ 8,405,396	\$ 22,956,596
Dutton-Dunwich, Municipality of	\$ 101,000	\$ -	\$ 101,000
Dysart et al, Municipality of	\$ 475,400	\$ 14,293	\$ 489,693
Ear Falls, Township of	\$ 67,500	\$ -	\$ 67,500
East Ferris, Municipality	\$ 262,500	\$ -	\$ 262,500
East Garafraxa, Township of	\$ 58,700	\$ -	\$ 58,700
East Gwillimbury, Town of	\$ 662,300	\$ -	\$ 662,300
East Hawkesbury, Township of	\$ 91,900	\$ -	\$ 91,900
East Zorra - Tavistock, Township of	\$ 179,100	\$ -	\$ 179,100
Edwardsburgh/Cardinal, Township of	\$ 192,800	\$ -	\$ 192,800
Elgin, County of	\$ 1,276,000	\$ -	\$ 1,276,000
Elizabethtown-Kitley, Township of	\$ 248,000	\$ -	\$ 248,000
Elliot Lake, City of	\$ 770,000	\$ 102,836	\$ 872,836
Emo, Township of	\$ 70,000	\$ -	\$ 70,000
Englehart, Town of	\$ 91,500	\$ -	\$ 91,500
Enniskillen, Township of	\$ 68,500	\$ -	\$ 68,500
Erin, Town of	\$ 267,000	\$ -	\$ 267,000
Espanola, Town of	\$ 294,300	\$ 17,285	\$ 311,585
Essa, Township of	\$ 492,600	\$ -	\$ 492,600
Essex, County of	\$ 4,469,100	\$ -	\$ 4,469,100
Essex, Town of	\$ 543,800	\$ -	\$ 543,800
Evanturel, Township of	\$ 25,500	\$ -	\$ 25,500
Faraday, Municipality of	\$ 85,100	\$ -	\$ 85,100
Fauquier-Strickland, Township of	\$ 50,000	\$ -	\$ 50,000
Fort Erie, Town of	\$ 953,500	\$ 53,271	\$ 1,006,771
Fort Frances, Town of	\$ 463,100	\$ 26,600	\$ 489,700
French River, Municipality of	\$ 313,100	\$ -	\$ 313,100
Front of Yonge, Township of	\$ 76,100	\$ -	\$ 76,100
Frontenac, County of	\$ 1,187,600	\$ -	\$ 1,187,600
Frontenac Islands, Township of	\$ 83,300	\$ -	\$ 83,300
Gananoque, Town of	\$ 308,100	\$ -	\$ 308,100
Gauthier, Township of	\$ 25,000	\$ -	\$ 25,000
Georgian Bay, Township of	\$ 349,400	\$ -	\$ 349,400
Georgian Bluffs, Township of	\$ 318,000	\$ -	\$ 318,000
Georgina, Town of	\$ 1,164,400	\$ -	\$ 1,164,400
Gillies, Township of	\$ 26,400	\$ -	\$ 26,400

Municipal Funding under the Safe Restart Agreement

Municipality	Municipal Funding Phase 1	Transit Funding Phase 1	Total Phase 1 Municipal Allocation
Goderich, Town of	\$ 221,500	\$ -	\$ 221,500
Gordon/Barrie Island, Municipality of	\$ 85,600	\$ -	\$ 85,600
Gore Bay, Town of	\$ 53,700	\$ -	\$ 53,700
Grand Valley, Town of	\$ 106,200	\$ -	\$ 106,200
Gravenhurst, Town of	\$ 522,500	\$ -	\$ 522,500
Greater Madawaska, Township of	\$ 166,700	\$ -	\$ 166,700
Greater Napanee, Town of	\$ 446,400	\$ -	\$ 446,400
Greater Sudbury, City of	\$ 9,152,700	\$ 3,519,280	\$ 12,671,980
Greenstone, Municipality of	\$ 355,200	\$ 15,210	\$ 370,410
Grey, County of	\$ 3,088,500	\$ -	\$ 3,088,500
Grey Highlands, Municipality of	\$ 335,500	\$ -	\$ 335,500
Grimsby, Town of	\$ 682,100	\$ -	\$ 682,100
Guelph, City of	\$ 6,911,100	\$ 5,096,534	\$ 12,007,634
Guelph/Eramosa, Township of	\$ 297,600	\$ -	\$ 297,600
Haldimand County	\$ 2,532,800	\$ -	\$ 2,532,800
Haliburton, County of	\$ 1,435,300	\$ -	\$ 1,435,300
Halton Hills, Town of	\$ 1,334,000	\$ 71,987	\$ 1,405,987
Halton, Regional Municipality of	\$ 12,613,500	\$ -	\$ 12,613,500
Hamilton, City of	\$ 27,614,200	\$ 17,211,723	\$ 44,825,923
Hamilton, Township of	\$ 300,200	\$ -	\$ 300,200
Hanover, Town of	\$ 222,200	\$ 41,014	\$ 263,214
Harley, Township of	\$ 26,600	\$ -	\$ 26,600
Harris, Township of	\$ 29,900	\$ -	\$ 29,900
Hastings, County of	\$ 1,485,400	\$ -	\$ 1,485,400
Hastings Highlands, Municipality of	\$ 236,600	\$ -	\$ 236,600
Havelock–Belmont–Methuen, Township of	\$ 264,500	\$ -	\$ 264,500
Hawkesbury, Town of	\$ 319,800	\$ -	\$ 319,800
Head, Clara and Maria, United Townships of	\$ 21,400	\$ -	\$ 21,400
Hearst, Town of	\$ 299,400	\$ 20,915	\$ 320,315
Highlands East, Municipality of	\$ 281,700	\$ -	\$ 281,700
Hilliard, Township of	\$ 25,000	\$ -	\$ 25,000
Hilton Beach, Village of	\$ 25,000	\$ -	\$ 25,000
Hilton, Township of	\$ 45,500	\$ -	\$ 45,500
Hornepayne, Township of	\$ 65,600	\$ -	\$ 65,600
Horton, Township of	\$ 90,400	\$ -	\$ 90,400
Howick, Township of	\$ 90,100	\$ -	\$ 90,100
Hudson, Township of	\$ 39,600	\$ -	\$ 39,600
Huntsville, Town of	\$ 661,600	\$ 33,890	\$ 695,490
Huron, County of	\$ 1,833,800	\$ -	\$ 1,833,800
Huron East, Municipality of	\$ 240,000	\$ -	\$ 240,000
Huron Shores, Municipality of	\$ 165,800	\$ -	\$ 165,800
Huron-Kinloss, Township of	\$ 256,600	\$ -	\$ 256,600
Ignace, Township of	\$ 92,100	\$ -	\$ 92,100
Ingersoll, Town of	\$ 334,000	\$ 18,963	\$ 352,963
Innisfil, Town of	\$ 1,038,300	\$ 79,397	\$ 1,117,697

Municipal Funding under the Safe Restart Agreement

Municipality	Municipal Funding Phase 1	Transit Funding Phase 1	Total Phase 1 Municipal Allocation
Iroquois Falls, Town of	\$ 285,500	\$ -	\$ 285,500
James, Township of	\$ 32,100	\$ -	\$ 32,100
Jocelyn, Township of	\$ 46,000	\$ -	\$ 46,000
Johnson, Township of	\$ 63,800	\$ -	\$ 63,800
Joly, Township of	\$ 34,500	\$ -	\$ 34,500
Kapuskasing, Town of	\$ 490,500	\$ 25,619	\$ 516,119
Kawartha Lakes, City of	\$ 4,835,000	\$ 108,793	\$ 4,943,793
Kearney, Town of	\$ 157,400	\$ -	\$ 157,400
Kenora, City of	\$ 911,600	\$ 47,623	\$ 959,223
Kerns, Township of	\$ 25,000	\$ -	\$ 25,000
Killaloe, Hagarty and Richards, Township of	\$ 100,800	\$ -	\$ 100,800
Killarney, Municipality of	\$ 113,000	\$ -	\$ 113,000
Kincardine, Municipality of	\$ 376,500	\$ -	\$ 376,500
King, Township of	\$ 574,400	\$ -	\$ 574,400
Kingston, City of	\$ 7,240,800	\$ 5,316,298	\$ 12,557,098
Kingsville, Town of	\$ 542,800	\$ -	\$ 542,800
Kirkland Lake, Town of	\$ 566,600	\$ -	\$ 566,600
Kitchener, City of	\$ 5,939,500	\$ -	\$ 5,939,500
La Vallee, Township of	\$ 48,300	\$ -	\$ 48,300
Laird, Township of	\$ 69,900	\$ -	\$ 69,900
Lake of Bays, Township of	\$ 299,800	\$ -	\$ 299,800
Lake of the Woods, Township of	\$ 81,500	\$ -	\$ 81,500
Lakeshore, Town of	\$ 888,300	\$ -	\$ 888,300
Lambton, County of	\$ 3,604,000	\$ -	\$ 3,604,000
Lambton Shores, Municipality of	\$ 458,500	\$ -	\$ 458,500
Lanark, County of	\$ 1,843,000	\$ 29,512	\$ 1,872,512
Lanark Highlands, Township of	\$ 232,900	\$ -	\$ 232,900
Larder Lake, Township of	\$ 63,000	\$ -	\$ 63,000
LaSalle, Town of	\$ 695,000	\$ 39,132	\$ 734,132
Latchford, Town of	\$ 29,500	\$ -	\$ 29,500
Laurentian Hills, Town of	\$ 90,600	\$ -	\$ 90,600
Laurentian Valley, Township of	\$ 242,400	\$ -	\$ 242,400
Leamington, Municipality of	\$ 676,600	\$ 36,956	\$ 713,556
Leeds and Grenville, United Counties of	\$ 2,164,800	\$ -	\$ 2,164,800
Leeds and the Thousand Islands, Township of	\$ 361,300	\$ -	\$ 361,300
Lennox & Addington, County of	\$ 1,254,300	\$ -	\$ 1,254,300
Limerick, Township of	\$ 36,300	\$ -	\$ 36,300
Lincoln, Town of	\$ 565,300	\$ 15,200	\$ 580,500
London, City of	\$ 21,959,300	\$ 18,523,658	\$ 40,482,958
Loyalist, Township of	\$ 425,700	\$ 101,404	\$ 527,104
Lucan-Biddulph, Township of	\$ 123,600	\$ -	\$ 123,600
Macdonald, Meredith and Aberdeen Additional, Township of	\$ 100,700	\$ -	\$ 100,700
Machar, Township of	\$ 110,300	\$ -	\$ 110,300
Machin, Municipality of	\$ 82,500	\$ 15,273	\$ 97,773
Madawaska Valley, Township of	\$ 193,500	\$ -	\$ 193,500

Municipal Funding under the Safe Restart Agreement

Municipality	Municipal Funding Phase 1	Transit Funding Phase 1	Total Phase 1 Municipal Allocation
Madoc, Township of	\$ 58,700	\$ -	\$ 58,700
Magnetawan, Municipality of	\$ 250,100	\$ -	\$ 250,100
Malahide, Township	\$ 195,100	\$ -	\$ 195,100
Manitouwadge, Township of	\$ 146,500	\$ -	\$ 146,500
Mapleton, Township of	\$ 217,900	\$ -	\$ 217,900
Marathon, Town of	\$ 201,600	\$ -	\$ 201,600
Markham, City of	\$ 6,657,700	\$ -	\$ 6,657,700
Markstay-Warren, Municipality of	\$ 162,900	\$ -	\$ 162,900
Marmora and Lake, Municipality of	\$ 165,200	\$ 17,587	\$ 182,787
Matachewan, Township of	\$ 31,800	\$ -	\$ 31,800
Mattawa, Town of	\$ 126,200	\$ -	\$ 126,200
Mattawan, Municipality of	\$ 25,000	\$ -	\$ 25,000
Mattice - Val Cote, Township of	\$ 45,000	\$ -	\$ 45,000
McDougall, Municipality of	\$ 236,400	\$ -	\$ 236,400
McGarry, Township of	\$ 50,200	\$ -	\$ 50,200
McKellar, Township of	\$ 198,700	\$ -	\$ 198,700
McMurrich/Monteith, Township of	\$ 104,200	\$ -	\$ 104,200
McNab/Braeside, Township of	\$ 195,600	\$ -	\$ 195,600
Meaford, Municipality of	\$ 352,600	\$ 15,587	\$ 368,187
Melancthon, Township of	\$ 70,800	\$ -	\$ 70,800
Merrickville–Wolford, Village of	\$ 85,300	\$ -	\$ 85,300
Middlesex Centre, Municipality of	\$ 397,200	\$ -	\$ 397,200
Middlesex, County of	\$ 1,782,700	\$ -	\$ 1,782,700
Midland, Town of	\$ 483,900	\$ 70,781	\$ 554,681
Milton, Town of	\$ 2,348,400	\$ 460,236	\$ 2,808,636
Minden Hills, Township of	\$ 402,200	\$ -	\$ 402,200
Minto, Town of	\$ 241,600	\$ -	\$ 241,600
Mississauga, City of	\$ 14,997,100	\$ 31,086,112	\$ 46,083,212
Mississippi Mills, Municipality of	\$ 361,000	\$ -	\$ 361,000
Mono, Town of	\$ 204,300	\$ -	\$ 204,300
Montague, Township of	\$ 95,900	\$ -	\$ 95,900
Moonbeam, Township of	\$ 117,900	\$ -	\$ 117,900
Moosonee, Town of	\$ 82,600	\$ -	\$ 82,600
Morley, Township of	\$ 31,000	\$ -	\$ 31,000
Morris-Turnberry, Municipality of	\$ 79,800	\$ -	\$ 79,800
Mulmur, Township of	\$ 105,700	\$ -	\$ 105,700
Muskoka, District Municipality of	\$ 3,002,100	\$ 16,242	\$ 3,018,342
Muskoka Lakes, Township of	\$ 616,000	\$ -	\$ 616,000
Nairn and Hyman, Township of	\$ 35,500	\$ -	\$ 35,500
Neebing, Municipality of	\$ 146,100	\$ -	\$ 146,100
New Tecumseth, Town of	\$ 942,700	\$ 19,906	\$ 962,606
Newbury, Village of	\$ 12,800	\$ -	\$ 12,800
Newmarket, Town of	\$ 1,819,600	\$ -	\$ 1,819,600
Niagara Falls, City of	\$ 2,324,400	\$ 1,939,258	\$ 4,263,658
Niagara, Regional Municipality of	\$ 12,184,600	\$ 609,693	\$ 12,794,293

Municipal Funding under the Safe Restart Agreement

Municipality	Municipal Funding Phase 1	Transit Funding Phase 1	Total Phase 1 Municipal Allocation
Niagara-on-the-Lake, Town of	\$ 526,000	\$ 36,009	\$ 562,009
Nipigon, Township of	\$ 101,300	\$ -	\$ 101,300
Nipissing, Township of	\$ 159,600	\$ -	\$ 159,600
Norfolk County	\$ 3,662,400	\$ 19,119	\$ 3,681,519
North Algona Wilberforce, Township of	\$ 111,900	\$ -	\$ 111,900
North Bay, City of	\$ 2,978,900	\$ 1,201,515	\$ 4,180,415
North Dumfries, Township of	\$ 222,000	\$ -	\$ 222,000
North Dundas, Township of	\$ 292,200	\$ -	\$ 292,200
North Frontenac, Township of	\$ 215,900	\$ -	\$ 215,900
North Glengarry, Township of	\$ 295,200	\$ -	\$ 295,200
North Grenville, Municipality of	\$ 434,600	\$ 13,320	\$ 447,920
North Huron, Township of	\$ 138,500	\$ -	\$ 138,500
North Kawartha, Township of	\$ 238,700	\$ -	\$ 238,700
North Middlesex, Municipality of	\$ 159,100	\$ -	\$ 159,100
North Perth, Municipality of	\$ 343,600	\$ 19,813	\$ 363,413
North Stormont, Township of	\$ 176,700	\$ -	\$ 176,700
Northeastern Manitoulin & The Islands, Town of	\$ 266,900	\$ -	\$ 266,900
Northern Bruce Peninsula, Municipality of	\$ 319,700	\$ -	\$ 319,700
Northumberland, County of	\$ 2,472,900	\$ -	\$ 2,472,900
Norwich, Township of	\$ 245,300	\$ -	\$ 245,300
Oakville, Town of	\$ 4,460,300	\$ 2,447,884	\$ 6,908,184
O'Connor, Township of	\$ 35,700	\$ -	\$ 35,700
Oil Springs, Village of	\$ 18,400	\$ -	\$ 18,400
Oliver Paipoonge, Municipality of	\$ 289,300	\$ -	\$ 289,300
Opasatika, Township of	\$ 25,000	\$ -	\$ 25,000
Orangeville, Town of	\$ 673,400	\$ 96,430	\$ 769,830
Orillia, City of	\$ 1,770,100	\$ 660,842	\$ 2,430,942
Oro-Medonte, Township of	\$ 579,400	\$ -	\$ 579,400
Oshawa, City of	\$ 4,012,300	\$ -	\$ 4,012,300
Otonabee-South Monaghan, Township of	\$ 194,800	\$ -	\$ 194,800
Ottawa, City of	\$ 49,348,500	\$ 74,980,842	\$ 124,329,342
Owen Sound, City of	\$ 622,000	\$ 172,229	\$ 794,229
Oxford, County of	\$ 2,918,100	\$ -	\$ 2,918,100
Papineau-Cameron, Township of	\$ 66,800	\$ -	\$ 66,800
Parry Sound, Town of	\$ 381,000	\$ 18,893	\$ 399,893
Peel, Regional Municipality of	\$ 27,335,100	\$ 553,213	\$ 27,888,313
Pelee, Township of	\$ 51,000	\$ -	\$ 51,000
Pelham, Town of	\$ 428,500	\$ 18,334	\$ 446,834
Pembroke, City of	\$ 795,900	\$ 20,267	\$ 816,167
Penetanguishene, Town of	\$ 245,400	\$ 33,514	\$ 278,914
Perry, Township of	\$ 208,400	\$ -	\$ 208,400
Perth, County of	\$ 916,600	\$ -	\$ 916,600
Perth East, Township of	\$ 256,500	\$ 21,497	\$ 277,997
Perth South, Township of	\$ 96,400	\$ -	\$ 96,400
Perth, Town of	\$ 195,400	\$ -	\$ 195,400

Municipal Funding under the Safe Restart Agreement

Municipality	Municipal Funding Phase 1	Transit Funding Phase 1	Total Phase 1 Municipal Allocation
Petawawa, Town of	\$ 426,700	\$ -	\$ 426,700
Peterborough, City of	\$ 4,423,500	\$ 3,578,682	\$ 8,002,182
Peterborough, County of	\$ 2,203,600	\$ 15,437	\$ 2,219,037
Petrolia, Town of	\$ 150,600	\$ -	\$ 150,600
Pickering, City of	\$ 1,969,100	\$ -	\$ 1,969,100
Pickle Lake, Township of	\$ 35,100	\$ -	\$ 35,100
Plummer Additional, Township of	\$ 65,100	\$ -	\$ 65,100
Plympton-Wyoming, Town of	\$ 217,400	\$ -	\$ 217,400
Point Edward, Village of	\$ 58,900	\$ 23,240	\$ 82,140
Port Colborne, City of	\$ 622,700	\$ 34,390	\$ 657,090
Port Hope, Municipality of	\$ 451,400	\$ 54,807	\$ 506,207
Powassan, Municipality of	\$ 179,500	\$ -	\$ 179,500
Prescott and Russell, United Counties of	\$ 2,337,600	\$ -	\$ 2,337,600
Prescott, Town of	\$ 266,900	\$ -	\$ 266,900
Prince Edward, County of	\$ 1,676,500	\$ 22,315	\$ 1,698,815
Prince, Township of	\$ 59,300	\$ -	\$ 59,300
Puslinch, Township of	\$ 190,500	\$ -	\$ 190,500
Quinte West, City of	\$ 2,341,000	\$ 102,762	\$ 2,443,762
Rainy River, Town of	\$ 55,200	\$ -	\$ 55,200
Ramara, Township of	\$ 382,600	\$ -	\$ 382,600
Red Lake, Municipality of	\$ 267,400	\$ -	\$ 267,400
Red Rock, Township of	\$ 57,200	\$ -	\$ 57,200
Renfrew, County of	\$ 2,780,100	\$ -	\$ 2,780,100
Renfrew, Town of	\$ 242,400	\$ 46,392	\$ 288,792
Richmond Hill, City of	\$ 4,131,900	\$ -	\$ 4,131,900
Rideau Lakes, Township of	\$ 466,400	\$ -	\$ 466,400
Russell, Township of	\$ 403,800	\$ 55,184	\$ 458,984
Ryerson, Township of	\$ 76,100	\$ -	\$ 76,100
Sables-Spanish Rivers, Township of	\$ 229,400	\$ -	\$ 229,400
Sarnia, City of	\$ 2,033,600	\$ 1,103,777	\$ 3,137,377
Saugeen Shores, Town of	\$ 499,200	\$ -	\$ 499,200
Sault Ste. Marie, City of	\$ 4,189,100	\$ 1,215,737	\$ 5,404,837
Schreiber, Township of	\$ 78,300	\$ 14,961	\$ 93,261
Scugog, Township of	\$ 528,900	\$ -	\$ 528,900
Seguin, Township of	\$ 609,700	\$ -	\$ 609,700
Selwyn, Township of	\$ 527,700	\$ -	\$ 527,700
Severn, Township of	\$ 439,000	\$ -	\$ 439,000
Shelburne, Town of	\$ 175,400	\$ -	\$ 175,400
Shuniah, Municipality of	\$ 267,800	\$ -	\$ 267,800
Simcoe, County of	\$ 9,064,800	\$ 52,360	\$ 9,117,160
Sioux Lookout, Municipality of	\$ 303,400	\$ 21,504	\$ 324,904
Sioux Narrows-Nestor Falls, Township of	\$ 159,900	\$ -	\$ 159,900
Smiths Falls, Town of	\$ 530,500	\$ -	\$ 530,500
Smooth Rock Falls, Town of	\$ 89,700	\$ -	\$ 89,700
South Algonquin, Township of	\$ 149,700	\$ -	\$ 149,700

Municipal Funding under the Safe Restart Agreement

Municipality	Municipal Funding Phase 1	Transit Funding Phase 1	Total Phase 1 Municipal Allocation
South Bruce, Municipality of	\$ 149,300	\$ -	\$ 149,300
South Dundas, Municipality of	\$ 299,600	\$ -	\$ 299,600
South Frontenac, Township of	\$ 637,400	\$ -	\$ 637,400
South Glengarry, Township of	\$ 360,200	\$ -	\$ 360,200
South Huron, Municipality of	\$ 286,900	\$ -	\$ 286,900
South River, Village of	\$ 64,200	\$ -	\$ 64,200
South Stormont, Township of	\$ 338,500	\$ -	\$ 338,500
Southgate, Township of	\$ 195,300	\$ -	\$ 195,300
Southwest Middlesex, Municipality of	\$ 156,600	\$ -	\$ 156,600
South-West Oxford, Township of	\$ 189,500	\$ -	\$ 189,500
Southwold, Township of	\$ 107,000	\$ -	\$ 107,000
Spanish, Town of	\$ 55,100	\$ -	\$ 55,100
Springwater, Township of	\$ 489,900	\$ -	\$ 489,900
St. Catharines, City of	\$ 3,623,600	\$ 3,849,909	\$ 7,473,509
St. Charles, Municipality of	\$ 120,500	\$ -	\$ 120,500
St. Clair, Township of	\$ 391,800	\$ -	\$ 391,800
St. Joseph, Township of	\$ 117,300	\$ -	\$ 117,300
St. Marys, Town of	\$ 396,700	\$ 23,329	\$ 420,029
St. Thomas, City of	\$ 2,141,800	\$ 166,751	\$ 2,308,551
Stirling-Rawdon, Township of	\$ 128,000	\$ -	\$ 128,000
Stone Mills, Township of	\$ 222,800	\$ -	\$ 222,800
Stormont, Dundas and Glengarry, United Counties of	\$ 1,762,300	\$ -	\$ 1,762,300
Stratford, City of	\$ 1,808,300	\$ 487,861	\$ 2,296,161
Strathroy-Caradoc, Municipality of	\$ 553,200	\$ -	\$ 553,200
Strong, Township of	\$ 120,400	\$ -	\$ 120,400
Sundridge, Village of	\$ 61,800	\$ -	\$ 61,800
Tarbutt, Township of	\$ 49,000	\$ -	\$ 49,000
Tay, Township of	\$ 334,800	\$ -	\$ 334,800
Tay Valley Township	\$ 240,300	\$ -	\$ 240,300
Tecumseh, Town of	\$ 554,100	\$ 33,894	\$ 587,994
Tehkummah, Township of	\$ 47,200	\$ -	\$ 47,200
Temagami, Municipality of	\$ 175,600	\$ -	\$ 175,600
Temiskaming Shores, City of	\$ 586,500	\$ 121,526	\$ 708,026
Terrace Bay, Township of	\$ 108,300	\$ -	\$ 108,300
Thames Centre, Municipality of	\$ 315,200	\$ -	\$ 315,200
The Archipelago, Township of	\$ 403,700	\$ -	\$ 403,700
The Blue Mountains, Town of	\$ 493,500	\$ -	\$ 493,500
The Nation, Municipality of	\$ 308,400	\$ -	\$ 308,400
The North Shore, Township of	\$ 46,700	\$ -	\$ 46,700
South Bruce Peninsula, Town of	\$ 444,700	\$ -	\$ 444,700
Thessalon, Town of	\$ 75,600	\$ -	\$ 75,600
Thornloe, Village of	\$ 25,000	\$ -	\$ 25,000
Thorold, City of	\$ 519,800	\$ 248,869	\$ 768,669
Thunder Bay, City of	\$ 6,191,300	\$ 3,184,760	\$ 9,376,060
Tillsonburg, Town of	\$ 461,700	\$ 20,824	\$ 482,524

Municipal Funding under the Safe Restart Agreement

Municipality	Municipal Funding Phase 1	Transit Funding Phase 1	Total Phase 1 Municipal Allocation
Timmins, City of	\$ 2,379,000	\$ 775,512	\$ 3,154,512
Tiny, Township of	\$ 616,700	\$ -	\$ 616,700
Toronto, City of	\$ 145,683,100	\$ 404,088,232	\$ 549,771,332
Trent Hills, Municipality of	\$ 440,600	\$ 17,436	\$ 458,036
Trent Lakes, Municipality of	\$ 420,200	\$ -	\$ 420,200
Tudor and Cashel, Townships of	\$ 51,700	\$ -	\$ 51,700
Tweed, Municipality of	\$ 195,800	\$ -	\$ 195,800
Tyendinaga, Township of	\$ 100,500	\$ -	\$ 100,500
Uxbridge, Township of	\$ 489,200	\$ -	\$ 489,200
Val Rita-Harty, Township of	\$ 47,200	\$ -	\$ 47,200
Vaughan, City of	\$ 6,152,800	\$ -	\$ 6,152,800
Wainfleet, Township of	\$ 195,100	\$ -	\$ 195,100
Warwick, Township of	\$ 89,400	\$ -	\$ 89,400
Wasaga Beach, Town of	\$ 806,600	\$ 77,180	\$ 883,780
Waterloo, City of	\$ 2,879,100	\$ -	\$ 2,879,100
Waterloo, Regional Municipality of	\$ 13,346,700	\$ 16,473,425	\$ 29,820,125
Wawa, Municipality of	\$ 197,100	\$ 15,286	\$ 212,386
Welland, City of	\$ 1,413,800	\$ 743,580	\$ 2,157,380
Wellesley, Township of	\$ 204,100	\$ -	\$ 204,100
Wellington, County of	\$ 2,311,900	\$ -	\$ 2,311,900
Wellington North, Township of	\$ 311,000	\$ -	\$ 311,000
West Elgin, Municipality of	\$ 179,800	\$ 16,747	\$ 196,547
West Grey, Municipality of	\$ 359,700	\$ -	\$ 359,700
West Lincoln, Township of	\$ 329,800	\$ -	\$ 329,800
West Nipissing, Municipality of	\$ 959,800	\$ -	\$ 959,800
West Perth, Municipality of	\$ 220,100	\$ 16,751	\$ 236,851
Westport, Village	\$ 23,700	\$ -	\$ 23,700
Whitby, Town of	\$ 2,750,000	\$ -	\$ 2,750,000
Whitchurch-Stouffville, Town of	\$ 1,000,000	\$ -	\$ 1,000,000
White River, Township of	\$ 56,400	\$ -	\$ 56,400
Whitestone, Municipality of	\$ 232,300	\$ -	\$ 232,300
Whitewater Region, Township of	\$ 214,800	\$ -	\$ 214,800
Wilmot, Township of	\$ 482,400	\$ -	\$ 482,400
Windsor, City of	\$ 12,026,800	\$ 6,345,626	\$ 18,372,426
Wollaston, Township of	\$ 66,400	\$ -	\$ 66,400
Woodstock, City of	\$ 1,121,900	\$ 366,377	\$ 1,488,277
Woolwich, Township of	\$ 550,500	\$ -	\$ 550,500
York, Regional Municipality of	\$ 23,461,600	\$ 17,107,059	\$ 40,568,659
Zorra, Township of	\$ 207,300	\$ -	\$ 207,300
PROVINCIAL TOTAL	\$ 695,000,100	\$ 666,000,000	\$ 1,361,000,100

Request for Decision

Electric Vehicle (EV) Infrastructure

Presented To: Finance and
Administration
Committee

Presented: Tuesday, Sep 15, 2020

Report Date Thursday, Aug 27, 2020

Type: Managers' Reports

Resolution

That the City of Greater Sudbury directs staff to prepare a business case for consideration during 2021 budget deliberations regarding the Zero –Emission Vehicle Infrastructure Program, as outlined in the report entitled "Electric Vehicle (EV) Infrastructure", from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on September 15, 2020.

Relationship to the Strategic Plan / Health Impact Assessment

This program supports the City's strategic plan to support ecological sustainability, strengthen strategies and policies to mitigate impact of climate change and build climate resiliency into existing programs.

Report Summary

This report seeks authorization to prepare business case in the 2021 budget for the Zero Emissions Vehicle Infrastructure program from Natural Resources Canada.

Financial Implications

There are no financial implications associated with this report and if approved the business case will be considered in the 2021 budget.

Signed By

Report Prepared By

Sajeev Shivshankaran
Manager of Energy Initiatives
Digitally Signed Aug 27, 20

Manager Review

Shawn Turner
Director of Assets and Fleet Services
Digitally Signed Aug 27, 20

Division Review

Ed Stankiewicz
Executive Director of Finance, Assets
and Fleet
Digitally Signed Aug 28, 20

Financial Implications

Steve Facey
Manager of Financial Planning &
Budgeting
Digitally Signed Aug 28, 20

Recommended by the Department

Kevin Fowke
General Manager of Corporate
Services
Digitally Signed Aug 28, 20

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Aug 28, 20

Background

The purpose of this report is to provide the Finance and Administration Committee with information on the Natural Resources Canada (NRCan) Zero-Emission Vehicle Infrastructure Program.

In 2019, Council declared a climate emergency. A target of net zero greenhouse gas emissions by 2050 was directed by Council Resolution (CC2019-151). This was reaffirmed in the 2019-2027 City of Greater Sudbury Strategic Plan to build climate resiliency into existing programs.

This program supports the City's strategic plan to support ecological sustainability, strengthen strategies and policies to mitigate the impact of climate change and build climate resiliency into existing programs.

Electric Vehicle (EV) charging is an important component of the Community Energy & Emissions Plan (CEEP), tied to building a Sustainable City. The CEEP illustrates what is required to achieve a 2050 net-zero emissions target in the City of Greater Sudbury. Although substantial effort is required to reduce energy use and transition from fossil fuel supplied energy, the environmental, financial, and community benefits indicate that the endeavor is worthwhile.

In order to support the electrification of transportation, the Government of Canada has launched the Zero-Emission Vehicle Infrastructure Program by NRCan. This is mainly to support access to localized and visible charging infrastructure, which is key to alleviate consumer concerns about where to charge their vehicle and to subsidize deployment of a network of zero-emission vehicle charging (level 2 and higher) and refueling stations in more localized areas.

According to the Electric Vehicle Society- Greater Sudbury, there are 14 EV charging locations located in Greater Sudbury. A listing of these locations can be found in appendix- A

Program Details

Both the provincial and federal governments have increased investment in EV charging infrastructure. The objective of this Project is to support the deployment of infrastructure in public places, on street, multi-unit residential buildings, workplace, as well as, strategic infrastructure projects for mass transit, urban delivery, and fleet applications.

The Zero Emissions Vehicles Infrastructure Program (ZEVIP) objective is to address the lack of charging and refueling stations in Canada, one of the key barriers to EV adoption, by increasing the availability of localized charging opportunities where Canadians live, work, and play. With the number of electric vehicles on the road positioned to grow at an exponential rate (to reach 30% of the global market share by 2030), it may be prudent to incorporate EV charging systems at our City parking arrangements. The program will support 50% of the project costs- up to a maximum of \$5,000,000 per project.

Conclusion

EV's are a crucial piece of the net- zero greenhouse gas emission by 2050 objective declared by Council. The ZEVIP program will provide 50% funding up to a maximum project cost of \$5 million.

Staff recommend that Council authorize a business case to be developed for consideration for the 2021 budget.

Appendix “A”

EV Charging Station Locations

- 1) Ford Lincoln - Belanger Dealership, 204 Michael Street, Chelmsford
- 2) Tim Horton's, 514 Notre Dame St E, Azilda
- 3) Ionic Engineering, 95 Mumford Rd, Lively
- 4) 2404 Long Lake Road, Sudbury Tesla Supercharger
- 5) Southside Chevrolet, 2601 Regent Street, Sudbury
- 6) Science North, 100 Ramsey Lake Road, Sudbury
- 7) Quality Inn Conference Centre, 290 Elgin Street South, Sudbury
- 8) Sudbury Hyundai, 1120 Kingsway, Sudbury
- 9) Audi Dealership, 1593 Lasalle Boulevard, Sudbury
- 10) Nickel Centre International Truck Centre, 1035 Falconbridge Rd, Sudbury
- 11) Mid North Mitsubishi Chargepoint, 2100 Kingsway, Sudbury
- 12) Palladino BMW, 1115 Kingsway, Sudbury
- 13) Source for Sports, 1338 Kingsway, Sudbury
- 14) Petro Canada, 1810 Regent Street, Sudbury

Request for Decision

The Federation of Canadian Municipalities: Municipal Asset Management Program

Presented To: Finance and
Administration
Committee

Presented: Tuesday, Sep 15, 2020

Report Date Friday, Aug 28, 2020

Type: Managers' Reports

Resolution

THAT the City of Greater Sudbury authorizes the Executive Director of Finance, Assets and Fleet to apply for and enter into agreement relating to the Federation of Canadian Municipalities' Municipal Asset Management Program Grant for the City's Sidewalk Condition Assessment and further that the City of Greater Sudbury approves \$15,000 from the Capital General Holding Account Reserve to complete the project, all of which is further described in the report entitled "The Federation of Canadian Municipalities Funding: Municipal Asset Management Program", from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on September 15, 2020.

Relationship to the Strategic Plan / Health Impact Assessment

Implementing the project described in the supporting document, The Federation of Canadian Municipalities Funding: Municipal Asset Management Program, produces an outcome that directly relates to the goals described in City Council's 2019 – 2027 Strategic Plan. The emphasis is on Goal 1.1 and 1.2; "Asset Management and Service Excellence – Optimize Asset Service Life through the Establishment of Maintenance Plans and Establish Sustainable Asset Service Levels to Assess Results from Maintenance and Renewal Efforts".

Report Summary

This report requests Council's approval to apply for funding from the Federation of Canadian Municipalities Municipal Asset Management Program.

Financial Implications

Signed By

Report Prepared By

Nicholas Zinger
Corporate Asset Management
Coordinator
Digitally Signed Aug 28, 20

Manager Review

Shawn Turner
Director of Assets and Fleet Services
Digitally Signed Aug 28, 20

Financial Implications

Steve Facey
Manager of Financial Planning &
Budgeting
Digitally Signed Aug 28, 20

Recommended by the Department

Kevin Fowke
General Manager of Corporate
Services
Digitally Signed Aug 31, 20

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Sep 1, 20

If approved, the City's contribution of \$15,000 will be funded from the Capital General Holding Account Reserve.

The Federation of Canadian Municipalities Funding: Municipal Asset Management Program

Background and Program Description

In 2018 the Federation of Canadian Municipalities (FCM) launched the Municipal Asset Management Program (MAMP) to provide funding for projects that will enable municipalities to further their asset management practices. The City of Greater Sudbury was awarded funding of \$50,000 for the submitted project titled: Building Condition Assessments and Designated Substance Surveys of the City Fire Halls.

On May 15th of 2020, the FCM announced that the Municipal Asset Management Program has been renewed. The MAMP will fund:

1. Asset management assessments for example: condition frameworks and strategies;
2. Development of asset management plans, policies and strategies;
3. Asset related data collection and reporting for example: building condition assessments, designated substance survey reports, data collection and condition assessments to track level of service, long-term life cycle modeling, or developing an asset inventory;
4. Asset management training and organizational development;
5. Knowledge transfer around asset management.

A Council resolution is required with project application.

The MAMP program for municipal governments with a population above 1,000 will fund 80% of total project costs, to a maximum of \$50,000 for individual applications.

The FCM is accepting applications until October 31, 2022, or funding has been allocated.

The project must be completed within 12 months of the approved project start date. The project may not start prior to approval by the FCM. Reimbursable costs must only be incurred during the project duration.

Intention

The Infrastructure Capital Planning Division and Assets Section have identified a need for enhancement of collection of sidewalk condition data to expand an existing dataset and assist the City to make more informed decisions about repair and renewal of sidewalk assets.

If successful in receiving a grant, the eligible funding will be applied to retain an engineering consultant to assess the entire sidewalk network. The consultant will be responsible for developing and facilitating the implementation of a robust Sidewalk Condition Index.

The Sidewalk Condition Index (SCI) will be developed to provide a rating system that will quantify the condition of the sidewalks and adjacent environment which will include encroachments and slopes.

The SCI will provide individual section and network condition assessments. The data will be analyzed to determine long-term capital requirements and maintenance activities which will include activities such as trip edge grinding or localized replacement.

In addition, the report documenting existing condition data and an enhanced condition rating system will improve the City's sidewalk asset management practices. The data collection will have a lasting effect on the City's asset management capacity by clearly identifying sidewalk need prioritized in a database and rating system. This will assist the City in improving management of sidewalk maintenance activities and capital renewal to achieve the maximum value of life-cycle costing.

The expected consulting fee for this project is approximately \$65,000. This sum allows the City to be eligible for up to \$50,000 in funding. The City's contribution of \$15,000 will be funded from the Capital General Holding Account Reserve.

For Information Only

World Trade Center Greater Sudbury Proposal Review

Presented To: Finance and
Administration
Committee

Presented: Tuesday, Sep 15, 2020

Report Date Friday, Aug 21, 2020

Type: Managers' Reports

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report includes information on how this project may align with Council's strategic priorities related to Business Attraction, Development and Retention as well as Economic Capacity and Investment Readiness.

Report Summary

The City's Finance & Administration Committee received a presentation at the February 11, 2020 meeting from the World Trade Center Greater Sudbury (WTCGS) group on their project proposal for a World Trade Center to be located downtown.

Following the presentation and discussion, the Committee approved Resolution FA2020-06 directing staff to undertake additional due diligence regarding the initiative. This report will provide an overview of that effort and includes both the Final Report developed by the consultants as well as additional information provided by the project proponents.

Financial Implications

There are no financial implications to this report at this time.

Signed By

Report Prepared By

Meredith Armstrong
Acting Director of Economic
Development
Digitally Signed Aug 21, 20

Financial Implications

Steve Facey
Manager of Financial Planning &
Budgeting
Digitally Signed Aug 24, 20

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Aug 24, 20

World Trade Center Greater Sudbury

Presented to Council: September 15, 2020

Report Date: August 21, 2020

Summary

This report responds to the direction provided at the February 11, 2020 meeting of Finance & Administration Committee regarding a proposed development that would be associated with Council's Junction West Conference and Performance Centre project. Council directed staff, with support from a third party, to undertake additional research that could inform further deliberations.

This research has been completed in alignment with Council's direction; any additional work on this initiative would require further Council direction beyond that previously provided.

Background

Following the presentation and discussion, the Committee approved Resolution FA2020-06 directing staff to undertake additional due diligence regarding the initiative. The work was focused on a) reviewing the role of municipalities in supporting other World Trade Centers as well as b) preparing a Concept Development and Local Market Analysis with the assistance of CBRE in order to leverage work that firm had previously done on the Junction West project.

The CBRE report has been developed as an independent analysis as per Council direction; this work has been completed with the expertise of the consultants as well as with the input of the World Trade Center Greater Sudbury proponents themselves. The findings of the report are outlined below.

While the report produced by CBRE provides an initial overview of the concept of the WTCGS and potential synergy with the Junction West, this does not represent the depth that a full Feasibility Study would bring to bear. The Business Plan developed for Junction West in 2018 would need to be updated in order to reflect the integration of the World Trade Center Greater Sudbury concept; similarly, the WTCGS would require a detailed business plan/feasibility study that contemplates its location and operation as part of the larger Junction West facility.

Also included is a Supplemental report from the World Trade Center Greater Sudbury team with additional details on their proposal to ensure the information they have provided on the project is available for Council's understanding. As this information was developed following the production of CBRE's report, it was not reviewed by CBRE and is not reflected in its conclusions.

Municipal Roles in Other World Trade Center Developments

As part of the research into comparable WTC facilities, CBRE reviewed those operations in Winnipeg, MB, Saskatoon, SK, Halifax, NS, Delaware, ME, Buffalo/Niagara Falls ON/NY, and Savannah, GA. These were chosen as examples as they are similar to Greater Sudbury in terms of travel markets, economic base and demographics, and enabled CBRE to conduct a comparison of operating models, facility programs and performance indicators. The review includes the following insights:

- None of the other examples receive direct capital or operating funding from their municipal governments
- Most of them have business relationships with provincial/state and federal governments, and all of them rely at least in part on various forms of provincial/state and federal funding programs for operating costs
- Of the six examples, three lease their office space while the other three own their buildings
 - o Five out of six offer temporary office space;
 - o Four offer conference or exhibition space;
 - o One has an auditorium
 - o Two include adjacent hotels
 - o None of the comparable locations offer corporate apartments
- In the case of Winnipeg WTC, the municipality provides them with office space at a discount, and that organization also works closely with their City's Economic Development and Tourism offices within the same building
- The Halifax WTC works closely with that city's Chamber of Commerce, but other examples did not include formal relationships with their Chambers
- Saskatoon WTC was the only one to qualify for property tax incentives comprised of a five-year property tax abatement program, but this was not available once the final facility location was selected outside of the qualifying area in the downtown core
- All the Canadian comparable WTC organizations noted the federal Trade Accelerator Program (TAP) as a key resource and excellent service for their members. This program is available to companies fitting criteria related to exporting experience
- The Saskatoon WTC has also begun work with the Western Economic Development Authority, a regional agency, to support the promotion of the Supercluster (related to agricultural innovation)

With or without direct funding or relationships with their host municipalities, all of the comparable WTC organizations noted their work to bring investment opportunities and business support to their regions.

CBRE's Report

CBRE was originally retained by the City in 2018 to complete the Business Plan for the Greater Sudbury Convention and Performance Centre, now known as the Junction West project. Given this previous work, the company was in a unique position to conduct this initial, timely analysis of the World Trade Center Greater Sudbury initiative. As stated in the attached report (page 5), the objectives of the study were:

- To determine if there is a market and economic opportunity to develop a World Trade Center in Greater Sudbury, with consideration for the needs of the community and of the Junction West project; and
- To determine if its development will strengthen the business case for the Convention & Performance Centre/Junction West

In order to complete this work, CBRE completed a review of background documents and strategic plans, consulted with six comparable World Trade Center facilities in Canada and in US border communities as well as the Regional Director North America for WTC, conducted 30 consultation interviews with local and provincial stakeholders to discuss the concept, and completed an assessment of current economic climate, community demographics and tourism infrastructure projects in Greater Sudbury. The firm also prepared a market overview of office space in downtown Sudbury with a focus on “Class A” spaces as well as data on 2019 and 2020 performance for the local accommodation and corporate housing sectors.

CBRE also reviewed their previous work on the Junction West facility program and compared the information that of the proposed WTCGS to ascertain possible points of collaborations and implications of accommodating both projects as part of Junction West.

Caution Noted – Covid-19 Virus

It is worth noting that CBRE encourages caution when reviewing their projections given the high degree of uncertainty the COVID-19 context has created on many sectors, including business travel, hospitality and accommodations, commercial property and others. Market conditions can change quickly and projections will need more frequent review.

CBRE’s Observations

The final report includes the following observations and preliminary recommendations, summarized here:

- The World Trade Center Greater Sudbury has strong potential synergies with the Junction West Convention & Performance Centre facility for both physical shared spaces and sustainability of operations if the two facilities are consolidated
- Class A office space comprises 36% of downtown Sudbury’s office supply, with the newest building constructed in 1999 (over two decades ago). While the overall commercial market is currently soft, all A-class assets have remained competitive, while B- and C-class spaces remain vacant; all key Class-A locations are leased with very little vacancy due to the fact that they are largely leased to institutional agencies (such as HSN, federal agencies, and so on). Given this, there may be a need for more Class A office space in the downtown core, and new space could act as a catalyst to attract further development and investment in the downtown as well; however, a market study would be required to determine appropriate levels and lease rates for Class A space that the local market can support
- The WTCGS business plan includes commercial apartments as a key component in revenue generation – that is, the concept considers residential units that would be leased for long-term rentals (i.e. one year or more), targeting corporate business and securing pre-lease agreements prior to construction. Further study would be required in order to ascertain market support for corporate apartments and to differentiate this offering from that of a Junction West hotel development and its preferred clientele
- A downtown parking study is also required to determine the required number of parking stalls to support plans for both Junction East and Junction West together with the WTCGS development

- The consultants have suggested that the competitive advantages of the World Trade Center Greater Sudbury should be clearly articulated in terms of facilities and services available to members, particularly as pertains to in-bound and out-bound trade missions, to distinguish these offerings from other sector associations and agencies involved in international trade
- While the local Mining Supply & Services sector has established a strong global presence, more work is required to increase the market-readiness of other sectors for international trade opportunities and to strengthen the business case for the WTCGS
- Research on comparable WTC operations and stakeholder interviews indicates that the addition of a WTCGS would not drive significant increases in business to the Convention & Performance Centre facilities of the Junction West project.
 - o The 2018 Business Plan for the Greater Sudbury Convention & Performance Centre included projections for 14 to 16 conferences/conventions, two to four trade/consumer shows and 140 to 160 meeting attracting 39,000 to 50,000 delegates annually
 - o While Greater Sudbury may benefit over time from more incoming and outgoing trade missions, CBRE states that the data reviewed does not change their original projections of 14 to 16 conferences annually associated with Junction West, along with their projections for associated hotel room nights

Based on these findings as well as discussions with the City and the project proponents, CBRE recommends that a Business Plan would need to be developed specifically for a World Trade Center Greater Sudbury project located within the Junction West facility, including functional program, member benefits, capital plans as well as governance structure and operational plans.

This work would also be required in order to determine capital cost implications of a potential joint development incorporating the WTCGS into the Junction West facility. The City could then consider the most appropriate form of municipal support for the WTCGS, such as capital contributions, deferred property tax payments and so on. This support would be important to leveraging additional funding from senior levels of government and other partners.

Conclusion

This report responds to Council's direction for more information. CBRE noted several requirements for additional due diligence before concluding the municipal role in such a development would represent an appropriate level of alignment with Council's strategic priorities and manages risk to the taxpayer. It noted several possible benefits, subject to further due diligence that would be typically associated with a development of this scale and cost. CBRE identified several additional steps.

These next steps would be required to further develop the Business Plan for the World Trade Center Greater Sudbury as a proprietary process and in the interest of their business model.

- First, for the completion of market studies for two key components of the WTCGS Business Plan:

- Class A Office space: how much more/new premium office space is required for Downtown Sudbury, what is the market demand, and what are the most appropriate lease rates for such space? What are the prospects for office space in the current COVID context?
 - Corporate housing/multi-residential: what is the demand for apartments that can be pre-leased to businesses for leasing at least one year at a time? What is the demand for existing Greater Sudbury residents to fill these spaces as well? What are the most appropriate and competitive lease rates for these apartments?
- This work could likely be completed for around \$30,000 or less. This work is not currently included in City work plans or budgets.
 - Following the outcomes of this work, the World Trade Center Greater Sudbury could then develop a new Business Plan that takes into account the market opportunities for office rentals and corporate apartment leases, and also incorporates the WTCGS as a tenant within a larger Junction West facility. What does the new business plan need to include for the success of the WTCGS with a location within Junction West?
 - The answer to this question is integral for the WTCGS organization to determine its own viability and would need to be addressed before any decisions could follow regarding its possible integration into the Junction West facility
 - Pending the successful indications resulting from these two steps, the Concept Design for Junction West would need to be revised and updated to accommodate the inclusion of the World Trade Center Greater Sudbury as a tenant and component of the Junction West facility given current market realities and opportunities. This would include business plans and functional programs for the initiative.

These steps ensure that the business model and approach are feasible, and the conceptual functional program and preliminary design for Junction West would require revisions in order to integrate WTCGS components into the facility concept. Expenses for the original concept design work completed for the City were approximately \$110,000.

However, further Council direction would be required in order to continue the work associated with these steps, and staff time and additional financial resources would need to be sourced. This work is not currently included in the City's work plan or budget. In the absence of further direction, staff will continue to pursue the Junction West project as conceptually approved by Council. Updates on this project will continue to be provided on a regular basis.

The WTCGS proposal outlines a specific request for \$10 million as a municipal contribution to capital costs. The proposal also notes a potential revenue source for the municipality in the form of property taxes as a way to recover the cost of the capital contribution to the project, along with benefits from collaboration with the Junction West conference facilities. The proposal notes that by projecting an annual property tax payment of one million dollars, the City could recover its initial contribution by 2033, with subsequent property tax payment representing additional revenue for the municipality.

That said, each new development that takes place in the city also results in a potential increase in municipal tax revenue that brings new dollars into the economy, whether or not City funding is provided.

The contribution of the City is also cited as an important indication of support required to secure funding from senior levels of government.

The WTCGS submitted their original application to the World Trade Center Association on February 28, 2019 and received a positive response on April 1, 2019 indicating the WTCA support for Greater Sudbury as a viable site for its own World Trade Center.

References

1. Staff Report – World Trade Center Proposal, Finance & Administration, February 11, 2020: <https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1507&itemid=18189&lang=en>

CBRE TOURISM & LEISURE GROUP
VALUATION & ADVISORY SERVICES

FINAL REPORT

ASSESSMENT OF PROPOSED WORLD TRADE
CENTER GREATER SUDBURY IMPACTS FOR THE
JUNCTION WEST PROJECT
FILE NO. 20-APPRHOTELS-0039
DATE: JULY 10, 2020

July 10, 2020

Ms. Meredith Armstrong and Ms. Eleethea Savage
Economic Development
City of Greater Sudbury
200 Brady St.
Sudbury, ON P3A 5P3

RE: Assessment of Proposed World Trade Center Greater Sudbury Impacts for the Junction West Project

Dear Meredith and Eleethea,

In accordance with the terms of our engagement, CBRE Tourism & Leisure ("CBRE") is pleased to submit the attached Final Report in conjunction with a study to assess the impacts of developing a proposed World Trade Center Greater Sudbury (WTCGS) for the Junction West Project, on behalf of the City of Greater Sudbury.

This report summarizes the results of CBRE's stakeholder consultation with representatives of 30 public entities and private sector businesses and organizations; our research and analysis on 6 comparable World Trade Centers in Canada and the USA; a market overview of Greater Sudbury's office and accommodation sectors; and the implications of the proposed WTCGS on the facility program and business case for the Junction West development.

As of the date of value and the date of this report, the nation, region, and market area are impacted by the COVID-19 pandemic. This could have a prolonged effect on macroeconomic conditions, though at this time the length of duration is unknown. The perceived impact on real estate varies on several factors including asset class, use, tenancy, and location. Our analysis considers available information as of the date of this report.

It has been a pleasure to assist you in this assignment. If you have any questions concerning the analysis or implications, please contact us at your convenience.

Respectfully submitted,



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INTRODUCTION

INTRODUCTION

Project Background

In August 2019, the City of Greater Sudbury's Economic Development team was presented with an unsolicited development proposal on the concept of a World Trade Center for Greater Sudbury (WTCGS). Following that meeting, Economic Development staff prepared a report for Council to better explain the concept in relation to the Junction West project, incorporating convention centre facilities with hotel, parking and other services. The ultimate goal of running the facility as a member of the World Trade Center Association ("WTCA") would be to connect Sudbury with a global association of more than 325 trade centres in 89 countries and expose local businesses to more than 750,000 potential partners. The WTCGS would be structured as a not-for-profit organization reporting to a Board of Directors within the Junction West complex. The development partnership who presented the idea to the City have a 6-month option to access the WTC brand in order to elicit support of City Council. Project proponents have requested municipal support of \$10 million, based on a contribution of \$1 million per annum over 10 years, commencing in 2021, with the project proponents suggesting the form of repayment could be the incremental property taxes generated by the WTCGS office complex over 10 years. After 10 years, the City of Greater Sudbury will continue receiving an estimated \$1 million in tax revenue per year.

Study Objective

In March 2020, CBRE was retained by the City of Greater Sudbury to assess the proposed impacts of the WTCGS on the Junction West project. CBRE was in a unique position to conduct this analysis, having completed the Business Plan for the Greater Sudbury Convention and Performance Centre in 2018. The primary objectives of the subject study are:

- To determine if there is a **market and economic opportunity** to develop a World Trade Center in Greater Sudbury, looking at the needs of the city today and upon development of Junction West; and
- To determine if its **development will strengthen the business case for the proposed Greater Sudbury Convention and Performance Centre (Junction West)**.

Study Tasks

In meeting the study objective, CBRE has undertaken the following tasks to date:

- Reviewed background pertaining to the Junction West site and the proposed WTCGS.
- Met with proponents responsible for presenting the WTCGS concept to the City's Economic Development staff.
- Researched and conducted stakeholder consultations with 6 comparable World Trade Centers in the US and Canada, in addition to interviewing the Regional Director North America, World Trade Centers.

ASSESSMENT OF PROPOSED WTCGS IMPACTS FOR JUNCTION WEST

JULY 10, 2020

- Conducted 30 stakeholder consultation interviews with local and provincial stakeholders to discuss the WTC concept for Greater Sudbury.
- Assessed the current economic climate, resident and visitor demographics, and tourism infrastructure developments in Greater Sudbury.
- Undertook a market overview of downtown Sudbury's office sector, with a focus on Class A office space.
- Updated Sudbury's competitive accommodation sector performance to include 2019 year-end performance, as well as year-to-date 2020 performance given current COVID-19 conditions and provided an overview of the Canadian corporate housing market.
- Reviewed the recommended facility program for the GSCPC and the proposed facility program for the WTCGS to ascertain potential synergies and implications of accommodating both projects on the West Junction site.
- Reviewed our original demand projections for the GSCPC and the potential impact of the proposed WTCGS on hotel occupancy and meeting and conference business for the City.
- Prepared the subject Final Report, detailing our conclusions, recommendations and considerations for the City to determine whether development of the WTCGS would strengthen the business case for the Junction West development.

Limiting Conditions

This report is subject to the Assumptions and Limiting Conditions contained in Addendum "A", in addition to specific assumptions, which may be stated in the body of the report.

Important Caveat - Market Uncertainty from Novel Coronavirus

The outbreak of the Novel Coronavirus (COVID-19), declared by the World Health Organization as a Global Pandemic on the 11th March 2020, is causing heightened uncertainty in both local and global market conditions. Originating in Wuhan, China, the pandemic continues to develop, and since January 2020 cases have progressively and often aggressively been detected around the world. Global financial markets have seen steep declines since late February largely on the back of the pandemic over concerns of trade disruptions and falling demand. Many countries globally have implemented additional border control measures, strict travel restrictions and a range of quarantine measures.

The effect COVID-19 will have on the real estate market in the region is currently unknown and will largely depend on both the scale and longevity of the pandemic. At this stage Tourism, Food & Beverage and Retail sectors are likely to be the first impacted, due to the increased response by local and global authorities including home quarantine, restriction of travel and growing international concern. A prolonged pandemic could have a significant (and yet unknown or quantifiable) impact on other sectors of the property market. Our valuation is based on the information available to us at the date of valuation.

Given the heightened uncertainty, a degree of caution should be exercised when relying upon our projections. Market conditions and incomes may change more rapidly and significantly than during typical market conditions and we recommend that you keep the analysis of this project under frequent review.

WTC CONCEPT, SITE, & FACILITY REVIEW

WTC CONCEPT, SITE, & FACILITY REVIEW

The World Trade Center Association

The World Trade Center Association (WTCA) is a global network of more than 325 mutually supportive businesses and organizations spanning over 90 countries. As the owner of the “World Trade Center” and “WTC” trademarks, the WTCA licenses exclusive rights to these brands for members to use in conjunction with their independently owned, iconic properties, facilities and trade service offerings.

The history of the WTC trademark started approximately 75 years ago in New Orleans, when a developer wanted to build an office tower off the coast. They decided to target an industry cluster and chose International Trade to attract tenants (i.e. International bankers, real estate, trading companies, etc.) instead of just putting up a “for lease” sign. The developer also added a club on the top floor for networking and started offering events to attract tenants. The idea caught the attention of the New Jersey Port Authority, and the four WTCs in New York got together and created a larger group. Guy Tozzoli, who was director of the World Trade Department of the Port of New York Authority was the driving force behind the development and building of the World Trade Center towers, and also led the WTC effort in Tokyo and New Orleans. Tozzoli was instrumental in establishing the World Trade Centers Association and remained as President from 1970 to 2011. During his tenure, he sold licenses to the WTC brand, primarily in the US, with 89 countries represented today. In Canada, there are currently 7 WTC licenses including: Edmonton, Halifax, Montreal, Saskatoon, Toronto, Vancouver and Winnipeg; and 2 bi-national licenses in Buffalo-Niagara and Detroit-Windsor.

When an organization joins the WTCA, they do not become a franchise, they receive a license. As a result, none of the WTCs are the same, with licensees working within the WTC guidelines to fit with the needs of each city or province/state. Licenses must be approved by the WTCA based on the merits of the applicant’s business plan. The bylaw states that the license must be within a municipal boundary. If the proponents do not live up to their business plan and achieve operating status within 3 years, the WTCA has the right to pull the license. This is at the discretion of the WTCA, as there may be extenuating circumstances that delay construction of the building.

A WTC license usually comes in as either a real estate development that uses the WTC brand to attract tenants and offer services to the community and tenants; or is a service-based organization similar to a Chamber of Commerce. The WTCA prefers that there is a building associated with the WTC name. Access to WTCA branding and resources is granted through a licensing fee, which is subject to annual accreditation. The WTC license is \$250,000 USD, and annual membership dues are \$12,500 USD.

Each member Center is considered an independent organization that works to foster economic growth at the local level and in collaboration with other WTCA members world-wide with a “globally integrated network” representing approximately 750,000 businesses and individuals.

According to the WTCA, cities with integrated World Trade Center networks draw **Foreign Direct Investment per capita at twice the rate of their countries and export goods at 1.55 times the rate of their national average.**¹

World Trade Center Greater Sudbury Concept Overview

The following concept for a proposed World Trade Center in Greater Sudbury has been provided by the project proponents.

*The World Trade Center Greater Sudbury (WTCGS) will be the premier location to connect Greater Sudbury to the world and the world to Greater Sudbury. The WTCGS will foster a vibrant community of like-minded companies, entrepreneurs, support services, government and non-governmental agencies. Together, members of this local organization will share a common purpose: **To build prosperity in the region through international commerce.***

The WTCGS will follow the tradition of World Trade Center properties around the globe with distinctive architectural design and an environmentally sustainable building that makes it an immediately recognizable landmark. Established in 89 countries, World Trade Centers are much-coveted addresses for business and organizations devoted to international trade.

The WTCGS will be established in the heart of the city – strategically located in proximity to the head offices of global companies and Greater Sudbury’s business leaders, as well as a broad scope of business support services ranging from legal to financial.

For visitors, downtown Greater Sudbury offers plentiful accommodation, shopping, dining and entertainment options. The Bridge of Nations and the Ramsey Lake board walk system, located on beautiful Ramsey Lake in the centre of the city, are a short walk away.

The WTCGS will be guided by advisory boards that support the areas of focus for the WTCGS ensuring that key partners operating within the sectors have the opportunity for input and consultation with regard to how the WTCGS can best serve its members. Those sectors include:

- 1. Mining, Mining Technology & Innovation – Exploration, Development, Extraction, Processing, Distribution, Utilization and Remediation.
- 2. Healthcare – Northern and Rural Healthcare, Research
- 3. Environmental – Rehabilitation, Assessment & Planning, Remediation
- 4. Tourism and Film – Arts & Culture, Innovation and Product Development
- 5. Education – Regional Areas of Expertise, Skill Development, Course Development, International Recruitment.

According to the project proponents and discussions with the Regional Director North America, World Trade Centers, the option to establish a WTC site locally in Greater Sudbury was approved by the World Trade Centers’ Board of Directors in April 2019.

¹ World Trade Centers Association

ASSESSMENT OF PROPOSED WTCGS IMPACTS FOR JUNCTION WEST

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Bringing the World to Greater Sudbury

WTCA Network
750,000 Companies
89 Countries
Federal Governments
Global Investment
Global Trade
International Recruitment Skilled Workers
International Recruitment Post-Secondary Students



SERVICES
Trade Missions
Global Market Research
Real Estate Services
Tenant Services
Business Services
Showcase Space
Co-Working Space
Educational Seminars



FOCUS AREAS
1. Mining, Mining Tech and Innovation
2. Healthcare
3. Environmental
4. Tourism and Film
5. Education

Bringing Greater Sudbury to the World

Norcat
Regional Business Center
CEMI
SAMSAA
Chamber of Commerce
Municipal Government
Post Secondary Institutions
Industry
Regional Market Research



Source: WTCGS Executive Summary, Project Proponents

WTCGS Facility Program Review

The project proponents' original plans for the WTCGS envisioned an independent entity in the City of Greater Sudbury's downtown core, with the design encompassing an integrated parking structure and potential hotel development. Based on preliminary discussion with the City of Greater Sudbury, it was agreed that there would be a mutual benefit to exploring a joint build, whereby the WTCGS could be co-located with the City of Greater Sudbury's proposed Convention and Performance Centre as part of the Junction West project.

Based on discussions with the project proponents, preliminary plans for the proposed WTCGS call for a building in the range of 200,000 SF. While the project proponents have not undertaken any market analysis to date, they stress that the facility program is flexible at this stage, with preliminary plans calling for 50,000 SF of office space, with ground floor retail; 60,000 SF of corporate apartments for long-term lease; 5,500 SF for a product launch area, 5,000 SF for WTC office and meeting/club space, 14,500 SF of common area and back of house and 65,000 SF for a parking garage. Based on the following assumptions, the preliminary program equates to approximately 42 offices (assuming 1,200 SF per office); 40 corporate apartments (assuming 1,500 SF per unit) and 163 parking spaces (assuming 400 SF per stall).

ASSESSMENT OF PROPOSED WTCGS IMPACTS FOR JUNCTION WEST

JULY 10, 2020

Greater Sudbury World Trade Centre Proposed Facility Program

Size Range	SF	%	Units*
Class A Office	50,000	25%	42
Corporate Apartments	60,000	30%	40
Product Launch Area	5,500	3%	
WTC Office	5,000	3%	
Common Area/BOH	14,500	7%	
Parking	65,000	33%	163
Total	200,000	100%	
Estimated Capital Cost	\$65,000,000		\$325 per SF

Source: Preliminary Estimates based on discussions with Project Proponents, April 2020

*CBRE Estimates

Based on the project proponent's capital construction cost estimate of \$325 per SF, order of magnitude capital costs for the independent entity are in the order of \$65 Million. Project proponents are seeking support from all three levels of government including:

- Municipal support – 15% of capital costs or \$1 Million per year over 10 years
- Provincial – 31% of capital costs
- Federal – 31% of capital costs
- Private Sector – WTCGS earned revenue – 23% of capital costs

Greater Sudbury World Trade Centre Source of Capital Funding

SF	200,000	% Funding Support
Municipality	\$10,000,000	15%
Province	\$20,000,000	31%
Federal	\$20,000,000	31%
Private Sector	\$15,000,000	23%
Total Capital Costs	\$65,000,000	100%

Source: Preliminary Estimates based on discussions with Project Proponents, April 2020

Project proponents have requested municipal support of \$10 million, based on a contribution of \$1 million per annum over 10 years, commencing in 2021, with the project proponents suggesting the form of repayment could be the incremental property taxes generated by the WTCGS office complex over 10 years, estimated at \$1 million per annum commencing in 2024. After the 10 years, the City would continue to receive property taxes from the WTCGS.

ASSESSMENT OF PROPOSED WTCGS IMPACTS FOR JUNCTION WEST

JULY 10, 2020

Year	City of GS Contribution to WTCGS	Incremental Property Tax Collected on WTCGS
2021	\$1,000,000	
2022	\$1,000,000	
2023	\$1,000,000	
2024	\$1,000,000	\$1,000,000
2025	\$1,000,000	\$1,000,000
2026	\$1,000,000	\$1,000,000
2027	\$1,000,000	\$1,000,000
2028	\$1,000,000	\$1,000,000
2029	\$1,000,000	\$1,000,000
2030	\$1,000,000	\$1,000,000
2031		\$1,000,000
2032		\$1,000,000
2033		\$1,000,000
TOTAL	\$10,000,000	\$10,000,000

Source: WTCGS Project Proponents

Based on discussions with the Project proponents, WTCGS earned revenues would be generated through tenant leases and the provision of the following strategic services:

- Office space tenant leases & short-term office rentals
- Retail space tenant leases
- Corporate Apartment long-term lease income
- Parking revenues
- Meeting Room/Product Launch rentals
- Trade Missions – Inbound & Outbound
- Trade Services
- Sky Bar Atrium – World Trade Center Club
- Seminars & Educational Sessions
- Sponsorship & Memberships
- Advertising Opportunities

The WTCGS also intends to reinvest any profits generated by the facility into the sectors it supports in the form of funding to help with business expansion and job creation.

To date, the WTCGS project proponents have collected 40 letters of support from key industry stakeholders and have held several meetings with FedNor to discuss the project (Refer to Appendix A).



Source: WTCGS Executive Summary, Project Proponents

The Junction in Greater Sudbury

Concept Overview

The Junction a development currently underway in the South District of downtown Greater Sudbury is comprised of two components. The Junction East development is a Library/Art Gallery (LAG) shared facility, and Junction West component is the Greater Sudbury Convention/Performance Centre (GSCPC). The one site will integrate these two projects, as both projects strive to be gathering places.



Source: City of Greater Sudbury

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RSM Canada (RSM) was retained by the City to identify and assess potential private sector interest and participation in the City-owned properties within the South District. The intent was to provide the City market feedback on the development of the properties with particular regard to the Greater Sudbury Convention and Performance Centre (GSCPC). From the interviews and responses received, RSM deduced that there was strong and significant interest in the South District, particularly from local developers. Participants commented that the proposed Junction Projects would be a key component to invigorate the downtown core due to their potential to increase foot traffic in the downtown, which is currently limited. Furthermore, developers located outside of the local region generally acknowledged the potential for the proposed developments, the City's existing commitment to the area, and the likely positive impact to the downtown – particularly the South District. Moving forward, parking remains a major concern and RSM noted that incentives will be a key factor for any development within the South District.

Site & Project Overview

The South District is part of the City of Greater Sudbury's downtown and is bounded by Paris Street, Brady Street East and Elgin Street including the land and VIA rail train station abutting the CP rail line. The area currently includes a mix of retail, low-income residential, commercial, surface parking as well some City-owned properties.



Source: City of Greater Sudbury

The Junction East LAG will be built on the Shaughnessy Street East City-owned parking lot. The new development is intended to resolve the current building deficiencies for the two existing facilities. As co-located facilities they are expected to encourage crossover visits and joint programming initiatives to help establish a community hub. The expected capital cost of the LAG is \$46.5 million at an estimate size of 92,700 SF (\$502 per SF).

The Junction West GSCPC is to be located on the existing Minto Street City-owned parking lot and aims to attract large conventions and other live performances to the city. It is expected to be a significant new demand

ASSESSMENT OF PROPOSED WTCGS IMPACTS FOR JUNCTION WEST

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generator by increasing meeting and convention business by 25% over what is currently available. The expected capital cost of the GSCPC is \$65.5 million at an estimated size of 60,500 SF (\$1,082 per SF).

The City has committed to 60% of funding for both GSCPC and LAG, with a targeted 2021 construction date.

Junction West – GSCPC

The GSCPC proposed facility plan is for a 60,500 SF building, with 4 meeting rooms ranging from 250 SF to 3,500 SF, and one large 13,000 SF main hall. The main hall will function as both a ballroom and theatre space, using retractable seating technology. The following chart provides a breakdown of the proposed facility program.

RENTABLE SPACE	Sq.Ft.	Divisibility	Capacity M&C	Capacity Fixed Seats
Flat Floor Area (Ballroom / Main Hall / Main Theatre)	13,000	3	867	750
Balcony				200
Subtotal - Main Hall	13,000	3	867	950
Meeting/Breakout Rooms				
Meeting Room 1	3,500	2	292	
Meeting Room 2	2,500	3	208	
Meeting Room 3	250	1	21	
Meeting Room 4	250	1	21	
Subtotal - Breakout Rooms	6,500		542	-
TOTAL RENTABLE SPACE	19,500		1,408	950
SUPPORT SPACE				
Public Areas	11,500			
Administration	1,300			
Live Performance Support	1,200			
Convention Meeting Support	5,400			
Common Support Space	1,600			
Building Technology and Services	2,700			
Subtotal - Support Space	23,700			
NET BUILDING	43,200			
Gross up (40%)	17,300			
TOTAL BUILDING	60,500			

Notes: M&C Banquet capacity based on 15 sq.ft. per person; Meeting room capacity based on 12 sq.ft. per person

Source: CBRE Limited and Novita Interpares

As of November 12, 2019, the City released the Large Projects Update #18, which stated that the Junction West project would consist of three components:

- The GSCPC,
- A privately-operated hotel,
- With the potential for associated retail/residential.

Market sounding completed by RSM, indicated a strong interest in the project and an independent hotel development, along with a desire to see the City's "investment package". Concerns were also raised about parking inventory.

As of March 2020, the Junction East project was declared a priority, with funding currently in the works. As such, the Junction West design RFP was put on hold until Q3 2020 as the City needs to determine the best orientation of the site for the Junction East development and the best approach to private sector attraction.

Alignment with the City's Strategic Plans

The WTCGS proposal seeks to aid in the City's "Everest Goal" of generating 10,000 net new jobs by 2025 as detailed in the City's *From the Ground Up 2015 – 2025: Community Economic Development Strategic Plan*. The Strategic Plan identifies 10 goals and 10 subsets of required actions to grow Greater Sudbury by creating 10,000 new jobs and attraction 3,000 new small-medium enterprises by 2025. The WTCGS proposal is aligned with the City's strategic plan and aims to specifically address the following five of its ten goals:

- **Goal 1: A robust entrepreneurial ecosystem**
 - The WTCGS will further expand on the entrepreneurial spirit of Greater Sudbury, by broadening international trade opportunities in the mining sector, while developing opportunities in other sectors including healthcare, environmental, tourism and film sectors and education.
- **Goal 3: A highly skilled and creative workforce**
 - The WTCGS will provide a forum to embrace opportunities to expand the local labour force through both internal and external tactics.
- **Goal 4: A quality of lifestyle second to none**
 - The WTCGS together with the Junction West project will improve the quality of the downtown for residents by providing Class A office space, quality multi-residential housing stock, and a gathering place for meeting/conference/social functions as well as a performing arts centre.
- **Goal 5: A global leader in mining supply and services industry**
 - The WTCGS will work with the mining supply and services industry in its continued pursuit of export markets and its application of new technology on other sectors.
- **Goal 7: One of Ontario's top tourism attractions**
 - The WTCGS together with the Junction West project will provide Greater Sudbury with a state-of-the-art gathering venue for the City for meetings, conferences and product launches.

In addition, the proponents specifically highlight that the WTC model would bring a larger network (through the WTCA network) and entrepreneurial spirit and infrastructure to the city—vital building blocks of the plan. In consultations during the creation of the strategic plan, one of the main challenges identified is that international companies see little difference between Greater Sudbury and other Northern Ontario locations, therefore making it difficult to attract international companies. The WTCGS proposal would greatly differentiate Sudbury and set it apart from other centres in Northern Ontario.

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Since the *From the Ground Up* plan, the City has released a new 2019 – 2027 *Strategic Plan*. The WTCGS proposal remains in alignment with this new plan and directly supports the following five priorities of seven total priorities through relationship building, infrastructure, business development/attraction, and promotion of Greater Sudbury:

- **1. Asset management and service excellence**
 - The WTCGS will seek to unlock Provincial and Federal funding support for the facility, bringing new infrastructure and development into the community and Sudbury's downtown.
- **2. Business attraction, development, and retention**
 - The WTCGS will assist in supporting existing businesses, attracting new businesses to Greater Sudbury, and will promote entrepreneurship.
 - In addition, the WTCGS will aim to further position Greater Sudbury as a global leader in the mining sector and strengthen the other four sectors (healthcare, environmental, tourism & film, and education) through business growth.
- **4. Economic capacity and investment readiness**
 - WTCGS will aim to strengthen and build on existing opportunities resulting from the clustered network of health and education institutions.
 - Through the new facility, the WTCGS will be an investment in transformative facilities and infrastructure to support Greater Sudbury's economic activities.
 - The WTCGS goal of connecting existing industry associations and municipal organizations to the WTCA network, the WTCGS will aim to leverage Greater Sudbury's public sector assets and intergovernmental partnerships to generate new economic activity, in addition to attracting, integrating, and retaining a skilled workforce.
- **6. Creation of a healthier community**
 - The WTCGS will build community pride by promoting the city both internally (to Greater Sudbury) and externally (regionally, nationally, and globally).
- **7. Strengthening community vibrancy**
 - The WTCGS will aid in bringing community vibrancy to the downtown core through new facilities and infrastructure.

Summary and Implications

All 325 World Trade Centres located in 89 countries worldwide, share the same goal: to build prosperity in their respective regions through international commerce. The WTC proposal for Greater Sudbury aligns with the City's strategic plans and directives, and aims to improve opportunities for the following 5 key economic sectors of Greater Sudbury to better connect with the world:

- **1. Mining, Mining Technology & Innovation – Exploration, Development, Extraction, Processing, Distribution, Utilization and Remediation.**

- 2. *Healthcare – Northern and Rural Healthcare, Research*
- 3. *Environmental – Rehabilitation, Assessment & Planning, Remediation*
- 4. *Tourism and Film – Arts & Culture, Innovation and Product Development*
- 5. *Education – Regional Areas of Expertise, Skill Development, Course Development, International Recruitment.*

The project proponents and the City have agreed to explore a joint build, whereby the WTCGS could be co-located with the City of Greater Sudbury's proposed Convention and Performance Centre as part of the Junction West project.

Preliminary plans for the proposed WTCGS in the downtown core call for a 200,000 SF building, estimated at a capital cost of \$65 million (based on \$325 per SF). However, the proponents have indicated that they are flexible to amending the building design to work with the City.

While the proposed WTCGS development is in its early stages, we offer the following observations and considerations, which will require further clarification in order to advance the project:

- Confirm market support for the size and type of commercial and residential development proposed for downtown Sudbury.
 - A market study will be required to determine the level of Class A office space and corporate apartments that can be supported in the downtown Sudbury market in order to verify the proposed facility program for the WTCGS.
- Confirm synergies between the Junction West project and the WTCGS and the potential for shared spaces (i.e. parking, retail, meeting/conference, product launch spaces).
- Confirm potential synergies between the WTCGS and plans for a potential private-sector hotel development as part of the GSCPC development (i.e. shared services and amenities).
- Refine the capital estimate of \$325 per SF to build the subject WTCGS and parking structure in downtown Sudbury.
 - Discussions with local stakeholders suggest that construction costs for new builds in Sudbury tend to be higher at \$400 to \$500 per SF, due to higher local labour rates.
 - Capital cost estimates for the LAG are in the order of \$500 per SF, with the GSCPC in the order of \$1,000 per SF.
 - Based on a capital cost estimate \$50,000 per stall for the parking garage, the remaining 135,000 SF allocation for the WTCGS building equates to approximately \$420 per SF (\$57 million) for a total capital budget of \$65 million.

As part of the study process, CBRE conducted interviews with local stakeholders, researched comparable WTC operations, updated market factors, and reviewed facility programs of both the WTCGS and GSCPC in order to provide input into a mutually beneficial joint facility program for the Junction West site.

ECONOMIC & TOURISM OVERVIEW

ECONOMIC & TOURISM OVERVIEW

Introduction

The following section provides an overview of Sudbury's economic climate, resident and visitor demographics, tourism infrastructure developments.

Economic Overview

Note: Given the radical change in global economic conditions from the Coronavirus, the pre-COVID-19 economic projections commentary has been removed. These outlooks have been replaced with recent consensus comments about the potential Canadian economic outlook from the major Canadian banks.

Canada

- The median annualized forecasts from the latest available revisions by the Big 6 banks are:
 - GDP to decline by 3.4% in Q1 with a sharp decrease of 24.8% in Q2 2020.
 - Growth is expected to return in Q3 and Q4 (9.9% and 8.0%, respectively), but at a slower pace compared to the U.S.
 - For the full year 2020, real GDP is expected to fall by 3.0%. Growth is expected to return in 2021 with real GDP rising 3.6%.
 - The unemployment rate is forecast to spike to 10% in Q2 2020 before declining to 8.3% by the end of the year and 7.0% by the end of 2021.
- Canada's economy faces the dual stresses of COVID-19 as well as the ongoing oil price war that further impacts Alberta's energy sector.
- The Bank of Canada and the Federal Government have responded swiftly and decisively, launching massive stimulus programs to mitigate the economic damage.
 - The Bank of Canada has cut interest rates to its effective lower bound of 0.25%. In addition, the central bank has implemented its first-ever quantitative easing program alongside various other measures to ensure the banks and financial markets remain liquid.
 - The Federal Government's fiscal stimulus package currently totals approximately \$227 billion, or approximately 10% of GDP. Within these measures, over \$77 billion will be in the form of direct fiscal stimulus and \$150 billion will take place in the form of liquidity or loan measures.
 - In comparison to the 2009 fiscal response to the global financial crisis, the current level of direct fiscal stimulus in response to COVID-19 is nearly 2.5 times as large.
 - Additional stimulus measures are still expected, in particular with regards to Canada's airline and energy sectors.

Greater Sudbury Economic Overview

Greater Sudbury operates 9 mines, 2 mills, 2 smelters and a nickel refinery for a combined employment of approximately 5,500 persons. With 3 postsecondary education institutions in the area, Greater Sudbury produces well-educated, bilingual graduates that work in the community and beyond. In addition to the mining and mineral processing industries, Sudbury also has a diversified mining supply and services sector. The top 5 employment industries in Greater Sudbury are presented in the chart below.

Top 5 Employment Industries	Labour Force	% of Total
Health Care and Social Assistance	12,315	14.2%
Retail Trade	10,533	12.1%
Educational Services	7,130	8.2%
Mining, Quarrying, and Oil and Gas Extraction	7,027	8.1%
Public Administration	6,505	7.5%

Source: Environics, 2020

Notable highlights regarding Greater Sudbury's economic environment are provided below and have been sourced from The Conference Board of Canada's Winter 2020 Metropolitan Outlook II report. The Conference Board of Canada prefaces this report to note that this forecast was prepared on January 2, before the coronavirus outbreak and the commodity price crash. **CBRE has included only the historic years' economic indicators as an overview of Greater Sudbury's normalized economic market, before the COVID-19 impacts.**

Greater Sudbury Economic Indicators

	2017	2018	2019
Real GDP at Basic Price (2012 \$Millions)	8,489	8,625	8,731
Annual % Change	1.3%	1.6%	1.2%
Population (Thousands)	170	171	173
Annual % Change	0.3%	1.1%	0.7%
Employment (Thousands)	81	81	85
Annual % Change	-0.7%	0.4%	4.9%
Unemployment Rate	6.7%	6.5%	5.7%
Household Income Per Capita (\$)	\$48,583	\$50,089	\$52,063
Retail Sales (\$ Millions)	\$2,270	\$2,355	\$2,416
Annual % Change	7.3%	3.7%	2.6%
CPI (Annual Change)	1.7%	2.4%	1.9%

Source: Conference Board of Canada, Metropolitan Outlook II, Winter 2020

- Real GDP grew 1.6% in 2018 and 1.2% in 2019. Though moderate, these growth levels are healthy increases over the near-zero growth rates Greater Sudbury experienced in the 10 years prior.

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- Despite GDP growth, the services sector's growth is slowing, which will act as a cap on total GDP. Prior to the COVID-19 outbreak, real estate—Sudbury's largest services industry—in addition to finance and insurance were projected to cool sharply. Furthermore, public administration, healthcare, and education, three key economic contributors in Sudbury's service sector, were projected to grow at or below 1%.
- After four years of decline between 2014, and 2017, Greater Sudbury's utilities sector – it's primary sector which includes mining – grew 2.6% in 2019. This was a further growth over 2018's 1.6% growth and marked the largest increase since 2013. Healthy nickel pricing has been a key contributor to this growth. Nickel's use has become widespread as a key component of electric vehicle's batteries – an industry which production is projected to increase.
- Population growth increased by 0.7% in 2019, up to 173,000 from 171,000 in 2018. In 2018, Sudbury experienced a surge of in-migration, the highest level since 1991, with Cambrian College and Laurentian University's growing international enrollments acting as key players.
- With stronger GDP growth, employment received a boost in 2018 and 2019 with almost 4,000 new jobs created in 2019 alone. This was a new record high for Sudbury since the 2009 recession. In relation, the unemployment rate fell to 5.7% in 2019.
- Retail Sales in Sudbury continue to grow, though at slower rates than 2017's spike of 7.3%. Retail sales grew 2.6% in 2019, increasing to \$2.4 billion in 2019.
- Given that this forecast was completed before the coronavirus outbreak and the commodities crash, overall GDP growth will be lower than expected, with social distancing policies, travel bans, and lower commodity prices affecting multiple sectors of the economy.

Greater Sudbury Resident Demographics

Greater Sudbury's demographic profile has been prepared based on Sitewise Environics Analytics 2019 data and is summarized in the table below.

Greater Sudbury Economic Profile Demographics				
Population	% of Canadian	% Change	Average Annual Growth Rate	
2019 Estimate	Total	2014 - 2019	2014 - 2019	
168,509	0.4%	0.2%	0.0%	
Household Income – 2019 Average				
% Above National Average	Total Income	% Canadian Total	Per Capita	Hhlds. \$100,000+
2.0%	\$7,609,992,000	0.5%	\$45,161	35.4%
Household Spending – 2019 Average				
% Above National Average	Household Spending	% Canadian Total	Per Capita	Per Household
0.1%	\$8,190,305,067	0.5%	\$48,605	\$112,281

Source: Sitewise Environics, 2020

- As Northern Ontario's largest centre, Greater Sudbury was home to an estimated 168,500 residents in 2019, achieving 0.2% growth over 2014 levels and accounting for 0.4% of the Canadian

population. Sudbury's population is expected reach 169,025 by 2024, an increase of 0.3% over 2019.

- Greater Sudbury residents made up about 72,900 households, at an estimated 2.27 persons per household. The median age in Greater Sudbury was 43.1 years in 2019.
- In 2019, the average household income in Greater Sudbury was estimated to be \$104,325, 2% above the national average. Per capita income was \$45,160, with about 35.4% of households making more than \$100,000 per year.
- Household spending in Greater Sudbury is only 0.1% above the national average; with a per capita spend of approximately \$48,605.

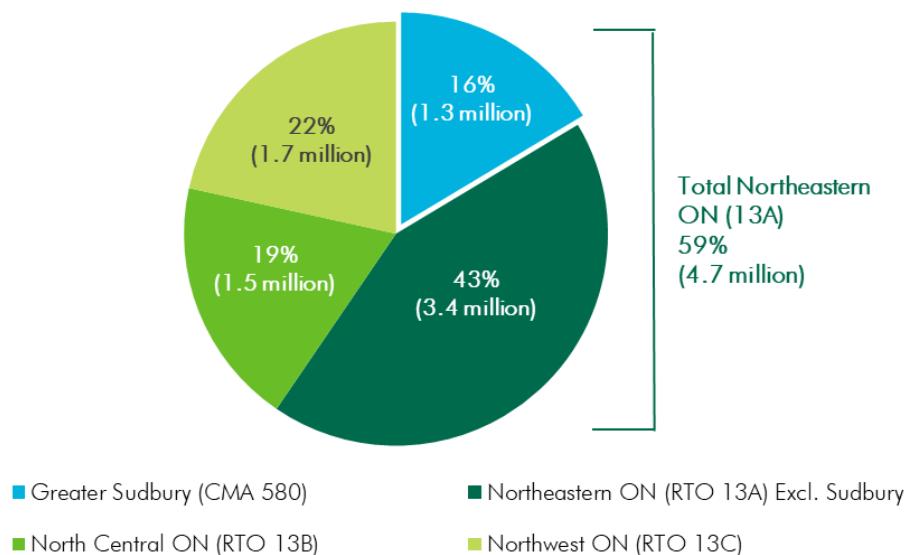
Sudbury Visitor Demographics

In 2018, CBRE analyzed the Northern Ontario and Greater Sudbury visitation markets as part of the Greater Sudbury Convention/Performance Centre Business Plan. At that time, the latest statistics available were from the 2016 visitation year. Statistics Canada has not released new statistics for the years 2017 through 2019 since the publication of the Business Plan. CBRE has therefore included a brief summary of visitation within this section based on our previous analysis as part of the GSCPC Business Plan in 2018.

In 2016, there were approximately 8 million visits to Northern Ontario, of which Northeastern Ontario comprised approximately 59%. Specifically, an estimated 16% of Northern Ontario's person visits were made to Greater Sudbury, while 43% were made to other Northeastern Ontario areas.

Approximately half of the total trips to Greater Sudbury were from overnight visitors (51% or 654,600 visits), while same-day visits accounted for the remaining 49% (624,200 visits). Northeastern Ontario residents travelling to Greater Sudbury comprise 43% of overall visitation (554,500 trips), while visitors from other parts of Ontario accounted for 52% (664,600 trips) and residents from Quebec and Manitoba made up 1% (15,900) of total visits. Visitation from the U.S. and overseas generated 2% of the total (25,700 visits), while other Canadian provinces constituted approximately 1% of visits (8,200).

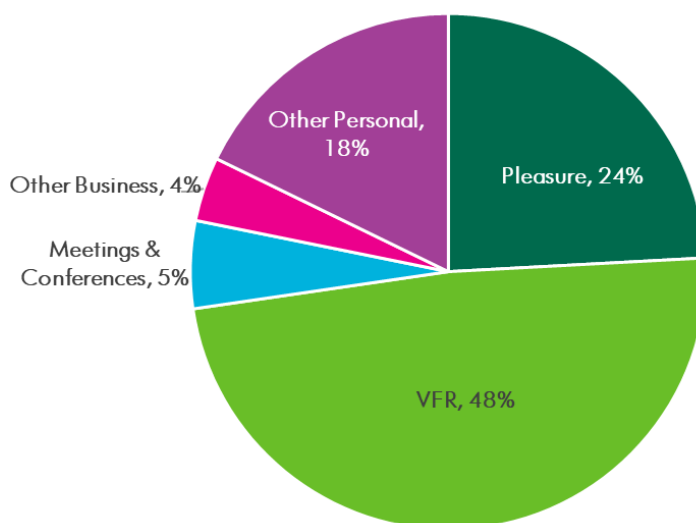
Greater Sudbury Visits as a Proportion of Total Northern Ontario Visitation - 2016



Source: TSRC 2016 and ITS 2014 Statistics Canada, MTCS

As a regional hub for many Northeastern Ontario residents, the majority of trips to Greater Sudbury are made to visit friends and relatives (VFR, 48%), followed by trips made for other personal reasons such as shopping (18%) and those made for pleasure purposes (24%). The remaining trips are made for the primary purpose of business (9%), comprised of 5% of trips made for meetings, conventions and meetings, and 4% for other business matters.

Greater Sudbury Visitation by Purpose of Trip - 2016



Source: 2016 TSRC/ITS 2014, Statistics Canada, MTCS

In 2016, there were 121,000 business visitors to Greater Sudbury, of which 70,000 were convention delegates. This represents just under one-quarter of the total business volumes to Northeastern Ontario, and

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19% of business volumes to Northern Ontario. Given that the City of Greater Sudbury is the largest centre in Northern Ontario and home to approximately 25% of Northern Ontario's population, the city is currently attracting less than its fair share of business travellers and meeting/convention delegates at 19% of total demand.

Of the total 1.3 million visits made to Greater Sudbury, about 6% (71,400 visits) included a cultural activity component. Specifically, 1% of visits to Greater Sudbury (14,300 person visits) included trips to cultural performances. This represents about 20% of the total visitor volume that frequented cultural performances as part of their trip to Northeastern Ontario, and 9% to Northern Ontario.

Northern Ontario Person Visits by Those that Participated in Cultural Activities - 2016

	Person Visits			Greater Sudbury Share %		
	N ON	NE ON	Greater Sudbury	Total Person Visits	N ON	NE ON
Festivals/Fairs	74,300	22,800	12,300	1%	17%	54%
Cultural Performances	94,400	39,000	14,300	1%	15%	37%
Museums/Art Galleries	163,800	86,400	44,800	4%	27%	52%
Total Visits W Cultural Activity Participation	332,500	148,200	71,400	6%	21%	48%

Source: 2016 TSRC/ITS 2014, Statistics Canada, MTCS

Downtown Tourism Infrastructure Projects

As at the time of this report, there is one major tourism infrastructure projects underway in downtown Greater Sudbury, in addition to the Junction project. The \$30 million **Place des Arts** project is a francophone arts and culture facility. The building will include a 299-seat theatre, a bookstore, an art gallery, and a daycare centre.

Conclusion

Sudbury's economic outlook has improved since the low point in 2014, with GDP growing between 1% and 1.6% for the last 3 years. The city has seen moderate growth in population—with significant gains in student populations and temporary workforce—and was estimated at 173,000 at year-end 2019. The top employment sectors in the city are health care and social assistance and retail trade, followed by educational services, mining/quarrying/oil and gas extraction, and public administration.

From a tourism perspective, Sudbury is a regional hub for many Northeastern Ontario residents. In 2016, the city received 1.3 million visitors, which is approximately 16% of all Northern Ontario visitation. Visitation is approximately half from overnight (51%) and half from day visitors (49%). Sudbury receives the vast majority of its visitors from within the province of Ontario (95%), of which Northern Ontario visitors make up 43%. The majority of trips to Greater Sudbury are made to visit friends and relatives (VFR, 48%), followed by pleasure and personal trips. Business visitation accounted for only 4% and meeting and conference visitation accounted for 5%.

The goal of the WTCGS and the Junction West (GSCPC) projects is to revitalize the downtown core of Sudbury, increase jobs, and generate investment. The WTCGS's objective of building prosperity in the region through international commerce, along with the improved business and group travel generated by the GSCPC, will serve to improve the economic prospects for Greater Sudbury.

The ongoing uncertainties surrounding the COVID-19 pandemic will certainly impact visitation and economies, however the impacts are currently unquantifiable.

SUDBURY OFFICE MARKET OVERVIEW

SUDBURY OFFICE MARKET OVERVIEW

Introduction

Preliminary plans for the WTCGS project call for the development of an iconic building in Sudbury's downtown core, offering 50,000 SF of prime Class A office space. Class A office buildings generally possess high-quality building infrastructure, are well located, have good access and are professionally managed, and as a result attract the highest quality tenants and command the highest rents. The office space would be targeted at tenants interested in pursuing investment and trade on a global scale, as well as new services such as Global Affairs Canada Office. Based on discussions with the City of Greater Sudbury's Investment and Business Development team, several local commercial realtors, and commercial property owners in downtown Sudbury, together with an inventory of Class A office in the downtown market, the following section provides an overview of the current office market in Sudbury.

Downtown Sudbury Office Market

The downtown Sudbury office market is comprised of approximately 34 buildings, offering just under 1.5 million square feet of commercial office space. Seven buildings in the downtown market, ranging in size from 2 to 8 stories, are considered Class A office space, while 4 buildings, ranging in size from 3 to 13 stories are classified as Institutional office buildings. At just under 545,000 SF, Class A office space makes up 36% of Downtown Sudbury's office supply, with the newest building constructed 21 years ago in 1999. Institutional office space comprises a further one-third of the downtown's office inventory at 503,000 SF, with the last building entering the market 29 years ago in 1991.

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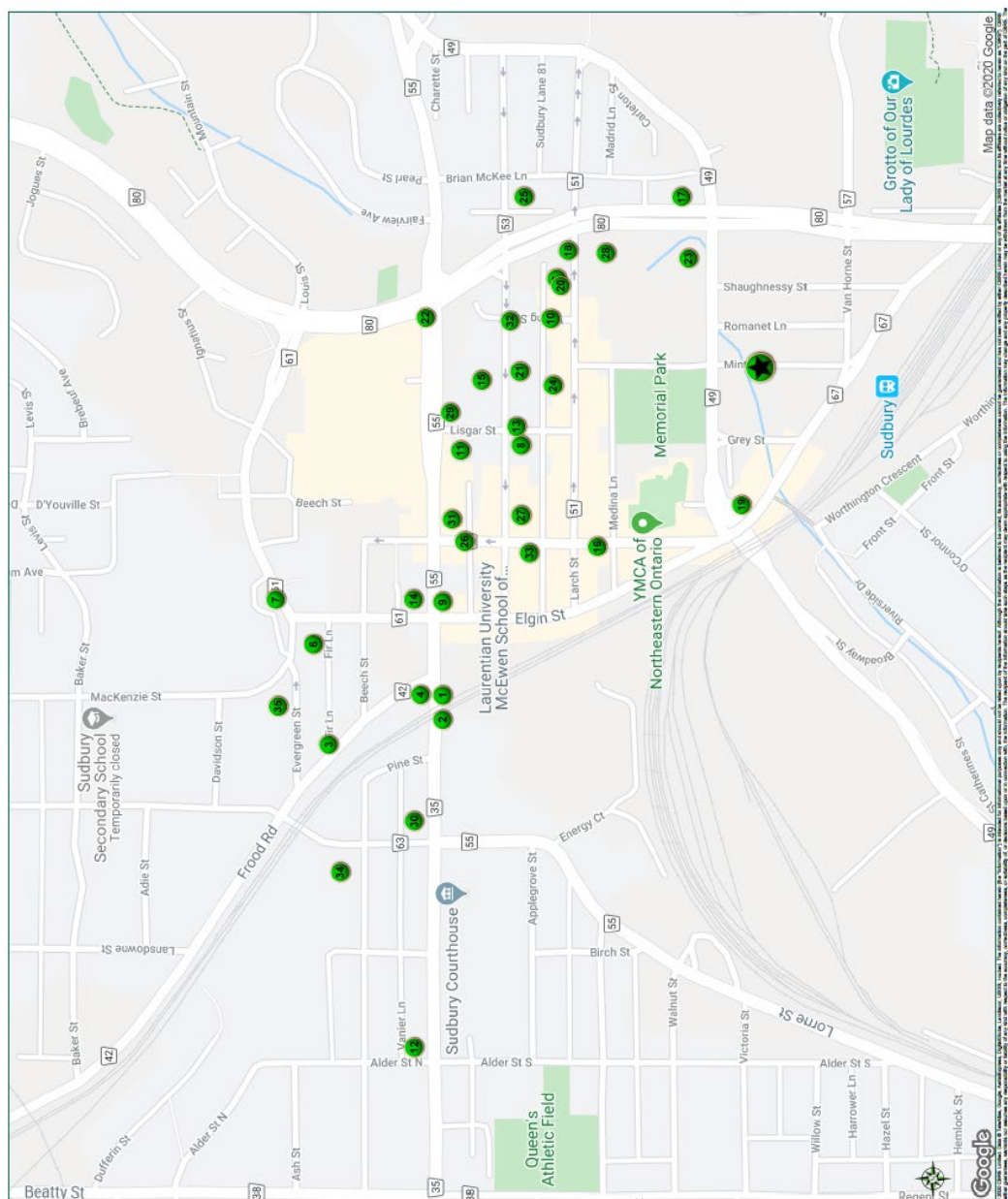
Downtown Greater Sudbury Office Space Inventory

Address	Year Built	Storeys	Gross Leasable Area	Class A Office	Institutional Office Building	Parking Spots
1 101 - 105 Elm St	1928	2	22,304			135
2 109 - 111 Elm St	1935	2	33,711			70
3 62 Frood Rd	1938	3	49,982			-
4 100 Elm St	1945	2	26,554			-
5 176 Larch St	1945	3	9,039			10
6 15 Mackenzie St	1950	2	9,093			6
7 30 Ste. Anne Rd	1950	6	25,007			10
8 93 Cedar St	1950	3	25,030			-
9 75 Elm St	1955	2	11,104			70
10 69 Young St	1957	2	12,339			16
11 19 Lisgar Street	1958	3	68,168		X	-
12 238 Elm St	1960	2	5,896			8
13 58 Lisgar St	1960	3	5,839			21
14 76 Elm St	1960	2	23,763			20
15 124 Cedar St	1965	4	23,776			35
16 105 - 107 Durham St	1966	4	9,323			60
17 130 Paris St	1966	2	7,241			35
18 200 Larch St	1967	2	16,708			30
19 158 Elgin St	1970	2	10,060			-
20 190 Larch St	1970	2	8,177			4
21 127 Cedar St	1970	8	37,747			12
22 10 Elm St	1971	6	350,000	X		950
23 200 Brady Street	1976	6	151,120		X	-
24 128 Larch St	1976	8	40,140			25
25 235 Cedar St	1979	2	18,134			15
26 57 Durham Street	1980	8	85,771	X		17
27 72 Durham Street	1980	2	15,514	X		-
28 199 Larch Street	1980	13	159,640		X	842
29 2 Lisgar Street	1983	2	8,569	X		-
30 130 Elm Street	1986	2	19,746			14
31 43 - 51 Elm Street	1986	2	881	X		30
32 159 Cedar St	1991	7	124,259		X	12
33 79 Durham Street	1992	4	21,688	X		-
34 128 & 144 Pine Street	1999	6	61,916	X		150
Total			1,498,239			2,597
Class A Office			544,339	7		1,147
Institutional Office			503,187		4	854

Source: Compiled by CBRE Tourism & Leisure Group, City of Greater Sudbury Office Property Code Classification 402 of buildings within 100 metres of BIA, Municipal Property Assessment Corporation

ASSESSMENT OF PROPOSED WTCGS IMPACTS FOR JUNCTION WEST

JULY 10, 2020



101 - 105 Elm St	128 & 144 Pine Street
109 - 111 Elm St	33 Mackenzie St
62 Frood Rd	Junction West
100 Elm St	
176 Larch St	
15 Mackenzie St	
30 Ste. Anne Rd	
93 Cedar St	
75 Elm St	
69 Young St	
19 Lisgar Street	
238 Elm St	
58 Lisgar St	
76 Elm St	
124 Cedar St	
105 - 107 Durham St	
130 Paris St	
200 Larch St	
158 Elgin St	
190 Larch St	
127 Cedar St	
10 Elm St	
200 Brady Street	
128 Larch St	
235 Cedar St	
57 Durham Street	
72 Durham Street	
199 Larch Street	
2 Lisgar Street	
130 Elm Street	
43 - 51 Elm Street	
159 Cedar St	
79 Durham Street	

ASSESSMENT OF PROPOSED WTCGS IMPACTS FOR JUNCTION WEST

JULY 10, 2020

In May 2019, the City of Greater Sudbury conducted a vacancy study on the City of Greater Sudbury's commercial and industrial space. It should be noted that the 2019 vacancy study provided a "snapshot in time" for an otherwise dynamic sector. Based on data collected from a sample size of 112 property owners/managers, business and/or real estate brokers, Greater Sudbury reported a vacancy rate of 14.73% across the city as summarized below:

Greater Sudbury	Commercial	Industrial
Total Space (SF)	6,051,815	2,173,810
Total Vacant Space (SF)	891,662	299,379
Vacancy Rate	14.73%	13.77%

Source: All data collected and supplied by Oracle Poll Research in May 2019 on behalf of the City of Greater Sudbury.

Note: Based on data collected from sample size of 112 property owners/managers, business and/or real estate brokers

It should be noted that the commercial vacancy rate of 14.73% pertains to the overall City of Greater Sudbury, as the results could not be broken down for the downtown Sudbury market. It has been suggested that if the City were to undertake a follow up vacancy study, they would consider analyzing the data by submarket.

The average net lease rates ranged from \$8 to \$20 per SF:

- Downtown Average: \$18 to \$20 per SF
- New Sudbury/South-End Average: \$12 to \$17 per SF
- Other & Outlying: \$8 to \$12 per SF

The commercial office market has also been soft of late in Greater Sudbury, with a fair amount of vacancy throughout the city. Overall, the city has seen very little volume of leasing transactions of late, with little demand for office space. In Q1 2020, the City of Greater Sudbury's Investment and Business Development team noted a slight uptake in downtown commercial vacancies and have been working with landlords to fill spaces. Typically, tenants are looking for commercial spaces ranging from 1,000 to 1,500 SF, with larger floorplates more difficult to lease. Businesses often request parking on site, which is a challenge in the downtown market.

The largest office buildings in downtown Sudbury are the adjacent Rainbow Centre and 10 Elm complexes, which offer 350,000 SF of commercial space. This 12-acre complex includes a retail shopping mall and food court on the ground level, with a four-story office tower above the 2 mall levels on the south east corner (total of six stories in height), and the Radisson Hotel Sudbury located on the northwest corner of the complex. Based on interviews with representatives of several real estate firms in the Sudbury market, the Rainbow Centre currently has a vacancy rate in the order of 20% and offers gross rents in the range of \$20 to \$25.

While there are a number of owners of commercial/office space in the downtown Sudbury market, Rainbow Centre/10 Elm and Dalron are 2 of the largest commercial property owners. Both the Rainbow Centre/10 Elm and Dalron have been strong supporters of the Downtown community having made significant investments in their respective real estate assets. Specifically, Dalron has invested heavily in the downtown

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core, buying and acquiring 16 properties in the downtown, many of which are commercial properties and Rainbow Centre/10 Elm have also invested extensively in improvements to their assets.

In general, there is some demand for Class A space in downtown Sudbury, and A-class assets have managed to maintain a healthy overall vacancy as they remain competitive, while older B and C-class space remain vacant. All “key” industrial properties are leased with little or no vacancy. According to discussions with local realtors, historically vacancy rates have been less than 5% in industrial properties. However, results of the Oracle Poll indicate a 13.77% vacancy rate in industrial space. The difference maybe in how industrial properties have been defined.

In comparison to other Ontario markets, commercial net rents for the Greater Sudbury market are in line with North Bay, SSM, Thunder Bay and Kawartha Lakes, but approximately \$2 to \$5 below commercial rents in the larger centres of Hamilton, Guelph, and London.

Greater Sudbury Vacancy Comparison – Ontario Markets*

	Commercial Net Rents/Vacancy Rates	Industrial Net Rents/Vacancy Rates
Greater Sudbury**	\$8-\$20 / 14.73%	N/A / 13.77%
Hamilton	\$23.56 / 10% - 20%	\$9.65 / <5%
Guelph	\$22.50 / <10.0%	\$9.50 / <5%
London	\$25.19 / 20.3%	\$9.37 / 3.8%
Thunder Bay	\$12.00 - \$32.00 / 10% - 20%	\$12.00 - \$18.00 / <5%
Sault Ste. Marie	\$21.00 - \$23.00 / 9.0%	\$8.50 - \$10.50 / 10% - 12%
North Bay	\$14.00 - \$20.00 / Moderate	N/A / Low
Kawartha Lakes	\$12.00 - \$15.00/10% - 15%	\$6.00 - \$8.00 / 5% - 10%
Kingston	\$18.00 - \$25.00 / 5% - 10%	\$9.00 - \$15.00 / 5% - 10%

Source: * CBRE Ontario Local Market Overviews, February 2019

** Oracle Poll Research in May 2019 on behalf of the City of Greater Sudbury

Parking

Discussions with local commercial realtors and City representatives confirm that the current availability of parking in downtown Sudbury is a detriment for potential commercial tenants. In the RSM Report, parking was flagged as a significant challenge particularly given the existing use of many of the properties as surface parking lots. It was considered that direction on new parking was critical component to the development of the South District and especially the GSCPC.²

The WTCGS proponents have indicated that they plan to incorporate a parking structure into the facility. Though the current plan calls for approximately 160 - 165 parking spaces, the WTCGS is willing to flex their facility plan and work with the City towards a mutually beneficial solution for the downtown core.

² RSM Canada, City of Greater Sudbury: South District Market Findings Report – updated September 2019, pg, 25.

Summary and Implications

Demand for office space in downtown Sudbury is fairly weak, with the last built commercial office tower constructed in 1991. In general, there is some demand for Class A space in downtown Sudbury, and A-class assets have managed to maintain a healthier overall vacancy as they remain competitive, while older B and C-class space remain vacant. To date, the main driver for Class A office space in Sudbury's downtown has been in the Financial and Insurance sectors, rather than from businesses garnering for international trade. However, while the financial and insurance sectors have historically driven demand for office space in the downtown, there has been increased interest from the technology sector in relocating to the downtown core in order to be easily accessible to its younger workforce, with a number of these businesses in the mining sector.

Given that project proponents are asking for public sector dollars to be invested in the WTCGS, concerns have been raised by local private sector developers that this will create an unfair competitive advantage, especially given current vacancy rates in the downtown market. At the same time, the addition of an iconic WTC building offering Class A office space in the downtown market together with additional parking, could be the catalyst to maintain and attract additional office commercial activity in the downtown core.

We offer the following observations and considerations, which will require further clarification in order to advance the project:

- Consider soliciting a follow up office vacancy study on behalf of the City of Greater Sudbury, with results analyzed by submarket, including Class A office space in the downtown core.
- Confirm market support for Class A office space in the downtown core and lease rates required to achieve expected developer returns, in order to better define the level of Class A office space which could be supported by the WTCGS project.

ACCOMMODATION MARKET OVERVIEW

ACCOMMODATION MARKET OVERVIEW

Introduction

Plans for the Junction West project include attracting a private-sector hotel development to the downtown market which will support the GSCPC. As such, the following section provides an overview of historic and current performance of Sudbury's accommodation market in light of the current global pandemic.

At this time, there remains considerable uncertainty around the impacts on the economy and more specifically the accommodation sector resulting from COVID-19. While there is an expectation of immediate market impact in 2020 on the local accommodation sector from both a demand and average daily rate perspective, the degree of impact is difficult to determine and will vary across markets.

Sudbury Historic Accommodation Market Overview

As of year-end 2019, the Sudbury accommodation market was comprised of 19 properties offering a total of 1,666 rooms. This list takes into account the closing of the Ambassador Hotel in mid-2019.

Competitive Facilities

No.	Name	Rooms	Type	Total Meeting Space (SF)	Meeting Space per Room (SF)	Restaurant/Lounge	Breakfast	Pool	Fitness Centre	Business Centre
1	Super 8 Sudbury	85	Limited Service	240	2.8		x			x
2	Radisson Hotel Sudbury	146	Full Service	15,890	108.8	x		x	x	x
3	Comfort Inn East Sudbury	79	Limited Service	0	N/A		x			
4	Comfort Inn Sudbury	78	Limited Service	0	N/A		x			
5	Travelodge Sudbury	140	Focused Service	1,872	13.4	x		x		x
6	Quality Inn & Conf Ctr Sudbury	84	Full Service	5,318	63.3	x		x	x	x
7	Travelway Inn Sudbury	84	Limited Service	0	N/A		x			
8	Holiday Inn Sudbury	138	Full Service	10,556	76.5	x		x	x	x
9	Clarion Hotel Sudbury	99	Focused Service	5,618	56.7		x	x	x	
10	Best Western Downtown Sudbury Centreville	45	Limited Service	550	12.2	x	x		x	x
11	Northbury Hotel & Conference Centre	77	Full Service	9,776	127.0	x				
12	Econo Lodge Sudbury	34	Limited Service	3,375	99.3		x			x
13	Fairfield Inn & Suites Sudbury	81	Focused Service	538	6.6		x	x	x	x
14	Hampton Inn Sudbury	121	Focused Service	874	7.2		x	x	x	x
15	Homewood Suites Sudbury	85	Extended Stay	635	7.5		x	x	x	
16	TownePlace Suites Sudbury	105	Extended Stay	1,938	18.5		x	x	x	x
17	Belmont Inn	35	Limited Service	0	N/A		x			
18	Ambassador Hotel Sudbury (Closed)									
19	Microtel Inn & Suites Sudbury	100	Limited Service	750	7.5		x	x	x	x
20	Motel 6 Sudbury	50	Limited Service	0	N/A					
Total		1,666								

Source: Compiled by CBRE Hotels

As shown, the hotel market represents a range of property types, inclusive of full service, limited service, focused service and extended stay-properties in Sudbury, Ontario. The majority of room product is limited service (35% or 590 rooms), followed by Full Service and focused service properties, both with about one-quarter of the room product each, and extended stay product with the remaining 11% (190 rooms).

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Based on CBRE Hotels' research, the Greater Sudbury hotel market has achieved the following results in recent years:

HISTORIC MARKET PERFORMANCE SUMMARY

	2015	2016	2017	2018	2019
Rooms	1,570	1,615	1,702	1,719	1,696
Annual Occupancy	67.2%	65.7%	64.6%	68.7%	67.0%
Average Daily Rate	\$114.58	\$113.95	\$115.10	\$119.96	\$123.85
RevPAR	\$76.96	\$74.90	\$74.39	\$82.44	\$82.99
Available Room Nights	573,050	591,090	621,230	627,435	619,040
Occupied Room Nights	384,915	388,567	401,474	431,194	414,801
Room Revenues (000s)	\$44,105	\$44,275	\$46,211	\$51,728	\$51,373

Total Market Growth

	2015	2016	2017	2018	2019
Available Room Nights	-	3.1%	5.1%	1.0%	-1.3%
Occupied Room Nights	-	0.9%	3.3%	7.4%	-3.8%
Average Daily Rate	-	-0.6%	1.0%	4.2%	3.2%
RevPAR	-	-2.7%	-0.7%	10.8%	0.7%

Market Segmentation

Market Segmentation			5-Year Market Growth		
Segment	ORN	%		CAGR	Total Growth
Corporate	181,046	43.7%	Available Room Nights	1.9%	8.0%
Meeting/Conference	35,244	8.5%	Occupied Room Nights	1.9%	7.8%
Leisure	128,514	31.0%	Average Daily Rate	2.0%	8.1%
Government/Other	69,996	16.9%	RevPAR	1.9%	7.8%

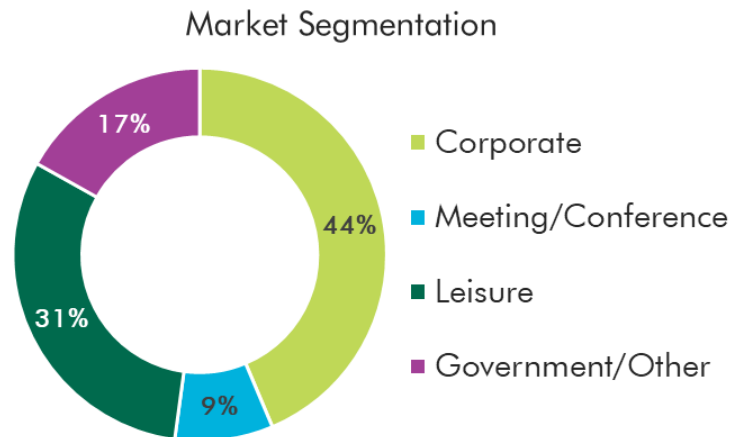
Source: CBRE Hotels

- Over the past five years, room supply has fluctuated. The Holiday Inn Sudbury's renovations in decreased room supply in 2015, with the rooms coming back into the market in 2016, increasing supply again. In 2016, the opening of the new 100-room Microtel Inn & Suites Sudbury in July further increased. Supply increased 5.1% in 2017 with the opening of the Motel 6 in July. The Ambassador Hotel's closing in August 2019 slightly decreased Sudbury's supply by -1.3%.
- Despite the increase in supply, demand growth grew steadily over the five-year period, peaking at 7.4% growth in 2018 before declining slightly in 2019 by -3.8%.
- Market Average Daily Rate ("ADR") increased at a compounded annual rate (CAGR) of 2% over the historic period, increasing from \$114.58 in 2015 to \$123.85 in 2019.
- As a result of increased room night demand and ADR growth, Revenue Per Available Room ("RevPAR") growth reached a high of 10.8% in 2018 at \$82.44 and maintained similar levels in 2019 at \$82.99.

Market Segmentation

In most markets, overall demand varies based on the nature of travel. Lodging demand is typically generated from four different segments: Corporate, Group/Meeting, Leisure travelers, and Other which includes government, contract, and/or crew business.

On the basis of CBRE Hotels market research, and discussions with local hoteliers, the estimated market segmentation for the Sudbury hotel market in 2019 is presented below:



- With approximately 181,000 occupied room nights, or 44% of total nights, the corporate segment made up the largest proportion of demand within the market in 2019.
- The leisure segment accounted for about 128,500 occupied room nights, comprising 31% of market demand.
- The government/other segment generated about 70,000 occupied room nights or 17% of demand within the competitive market.
- The meeting/convention segment generated the least amount of demand at approximately 35,200 room nights, or 9% of demand within the market.

The Canadian Accommodation Market and Covid-19: Lessons Learned from Previous Demand Shocks

The outbreak of the Novel Coronavirus (COVID-19), declared by the World Health Organization as a “Global Pandemic” on the 11th March 2020, is causing heightened uncertainty in both local and global market conditions. Global financial markets have seen steep declines since late February largely on the back of the pandemic over concerns of trade disruptions and falling demand. Many countries globally have implemented strict travel restrictions and a range of quarantine and “social distancing” measures.

In Canada, on March 18, 2020, the Federal government implemented a ban on the entry to Canada of foreign nationals from all countries, except the United States. At the same time, it was announced that the Canada-U.S. border would be closed to all non-essential travel.

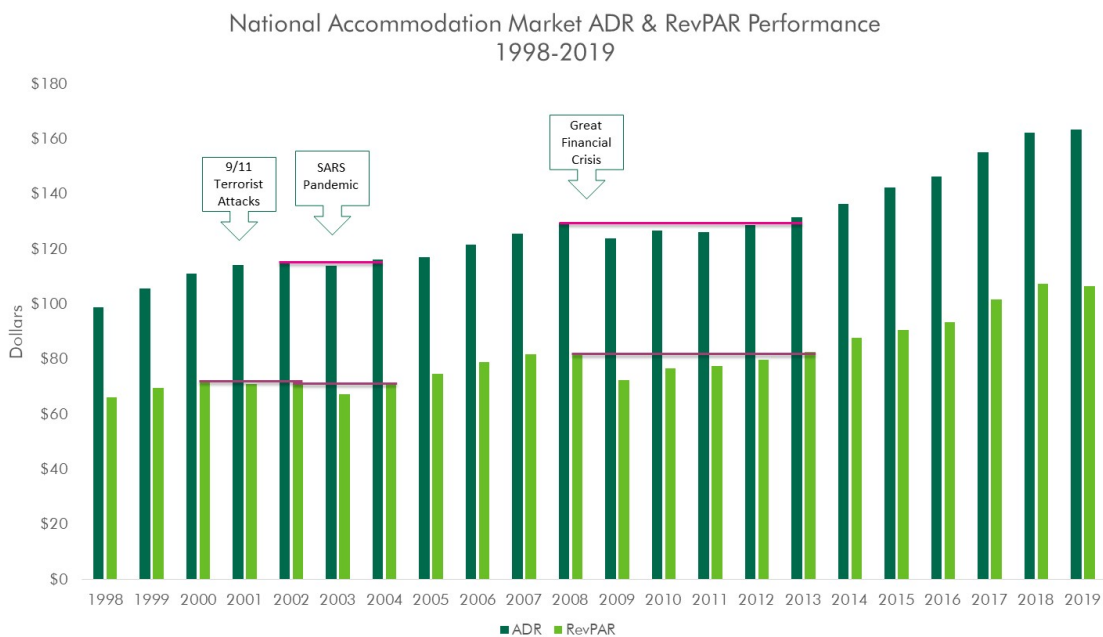
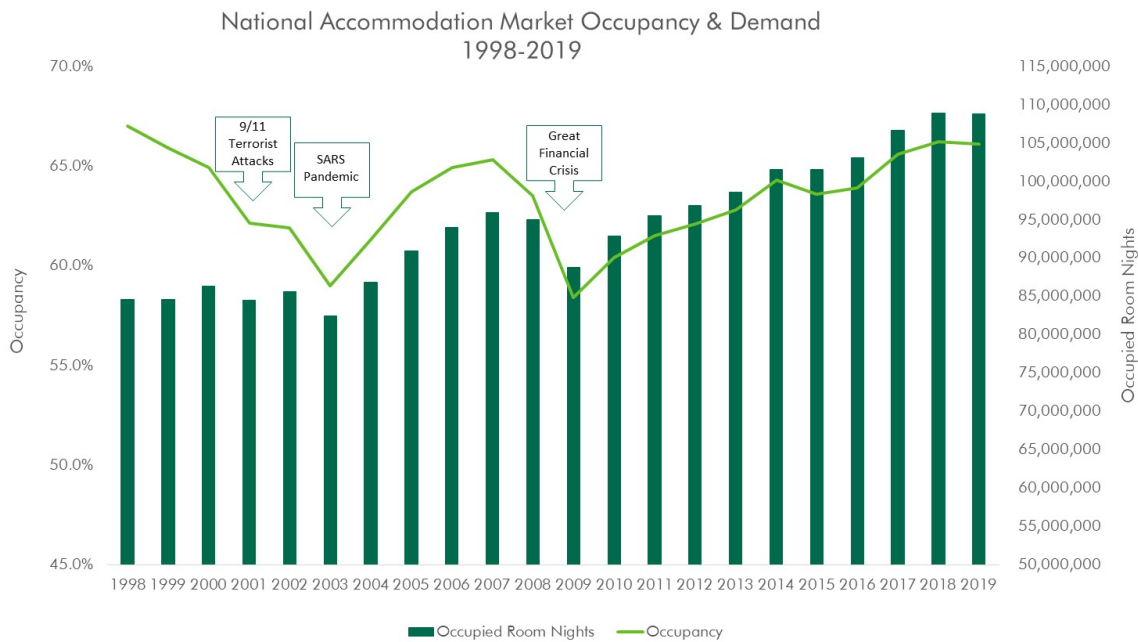
The accommodation market in Canada has been impacted significantly as nearly all demand segments have heavily restricted or completely stopped all domestic and international travel. As a result, in many markets hotel operators have closed their hotels and laid off most of their staff in an effort to mitigate the financial impacts of severely limited occupancy levels which are well below 20% nationally.

While it is too early to forecast the trajectory of the recovery in Canada, looking at the accommodation market’s recovery from similar demand shocks since 1998 may provide an indication of how things could

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play out. The following graph presents the demand change percentage, Average Daily Rate (“ADR”) and Revenue per Available Room (“RevPAR”) for the Canadian Accommodation market going back to 1998.



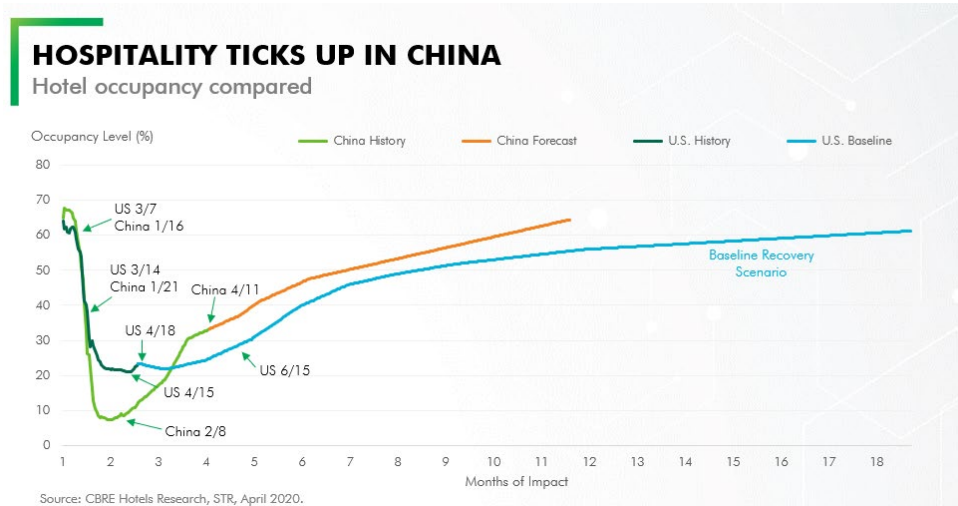
In 2001 after the demand shock created by the 9/11 terror attacks demand declined by just over 2% and demand returned to pre-incident levels the following year. Similarly, in 2003 the SARS pandemic which was largely concentrated in Toronto demand declined by almost 4% with occupied room nights more than recovering in 2004. In 2008/2009, the most recent demand shock, the Great Financial Crisis (GFC) saw demand decline by a combined 7.5% over the two-year period. While demand came back strongly in 2010, it took until 2011 for occupied room night levels to return to pre-downturn levels.

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In general, the rebound on ADR and RevPAR has lagged the demand recovery as demonstrated above. Post 9/11 and SARS, the ADR and RevPAR levels returned to pre-impact levels within 1-2 years. Following the GFC it took more than 4 years for the national ADR and RevPAR levels to return to 2008 levels.

CBRE Hotels Research group has considered a number of potential recovery scenarios for the US accommodation market, and updated the baseline scenario, relying in part on improvement in China's hospitality market as an indicator, which is presented on the following page.



In Canada, CBRE Hotels believes that the industry is now crossing from the initial Impact and Short-term Relief Phase with the assistance of the federal government and lenders into the Survival Phase. In the Survival phase, owners and operators need to map out a business plan to get past the next 12 to 18 months. This will be the minimum time required before one can look forward with some confidence. Recovery will necessitate innovation to address social distancing protocols, enhanced sanitation measures, and revised operating procedures. It is critical that one anticipates what it will be like to operate through a COVID-19 era. We should anticipate that the recovery period will be protracted before we get to a New Normal and we still don't know what that will entail.

With both demand and ADR levels declining significantly this year, RevPAR is forecast to be down by approximately 50% in 2020, with 2021 RevPAR performance still expected to be off 20% from 2019 levels. Relative to historic events, our current forecasts are suggesting a more protracted recovery post COVID-19, with the industry taking upwards of 36 months to recover to 2019 levels of RevPAR performance by 2023.

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CBRE Original Canadian Forecasts 1/1/2020

	Occ	ADR	RevPAR	Supply	Demand	Occ Pts	ADR	RevPAR
2019	65.1%	\$163.52	\$106.52	1.8%	0.2%	-1.1	0.8%	-0.8%
2020	65.3%	\$167.44	\$109.39	1.9%	2.5%	0.2	2.4%	2.7%

Canadian Forecasts Based on CBRE US Forecasts 5/5/2020

	Occ	ADR	RevPAR	Supply	Demand	Occ Pts	ADR	RevPAR
2020	38.2%	\$138.99	\$53.15	1.9%	-40.0%	-27.1	-15.0%	-50.1%
2021	57.0%	\$152.89	\$87.09	0.7%	50.0%	18.7	10.0%	63.8%
2022	63.5%	\$159.01	\$100.94	0.5%	12.0%	6.5	4.0%	15.9%
2023	65.1%	\$163.78	\$106.55	0.5%	3.0%	1.6	3.0%	5.6%
2024	65.1%	\$167.87	\$109.22	1.5%	1.5%	0.0	2.5%	2.5%
2025	65.1%	\$172.07	\$111.95	1.5%	1.5%	0.0	2.5%	2.5%

Source: CBRE Hotels Canada

With the heavy dependence on resource industries, such as mining and forestry, Greater Sudbury's hotel sector is quite vulnerable to economic crises; however, the city is also the hub for many regional businesses in Northeastern Ontario. As such, the impact may be somewhat lesser than some other smaller Northern Ontario communities.

Sudbury Accommodation Market Supply and Demand Changes

With respect to recent and upcoming changes in the accommodation market, CBRE's review of the market indicates that further to the closure of the Ambassador Hotel in August 2019, after being sold to the Sandman Hotel Group, there are no immediate plans for redevelopment or timing. In terms of confirmed new supply, the Hilton Garden Inn is currently under construction, and the website indicates that the hotel is taking online reservations beginning January 2021. The Kingsway project plans also included a 150-room focused-service as part of the Entertainment District. However, with this project's delays due to planning and policy issues, CBRE has not included this property in the projected supply.

Summary of Proposed Supply Changes

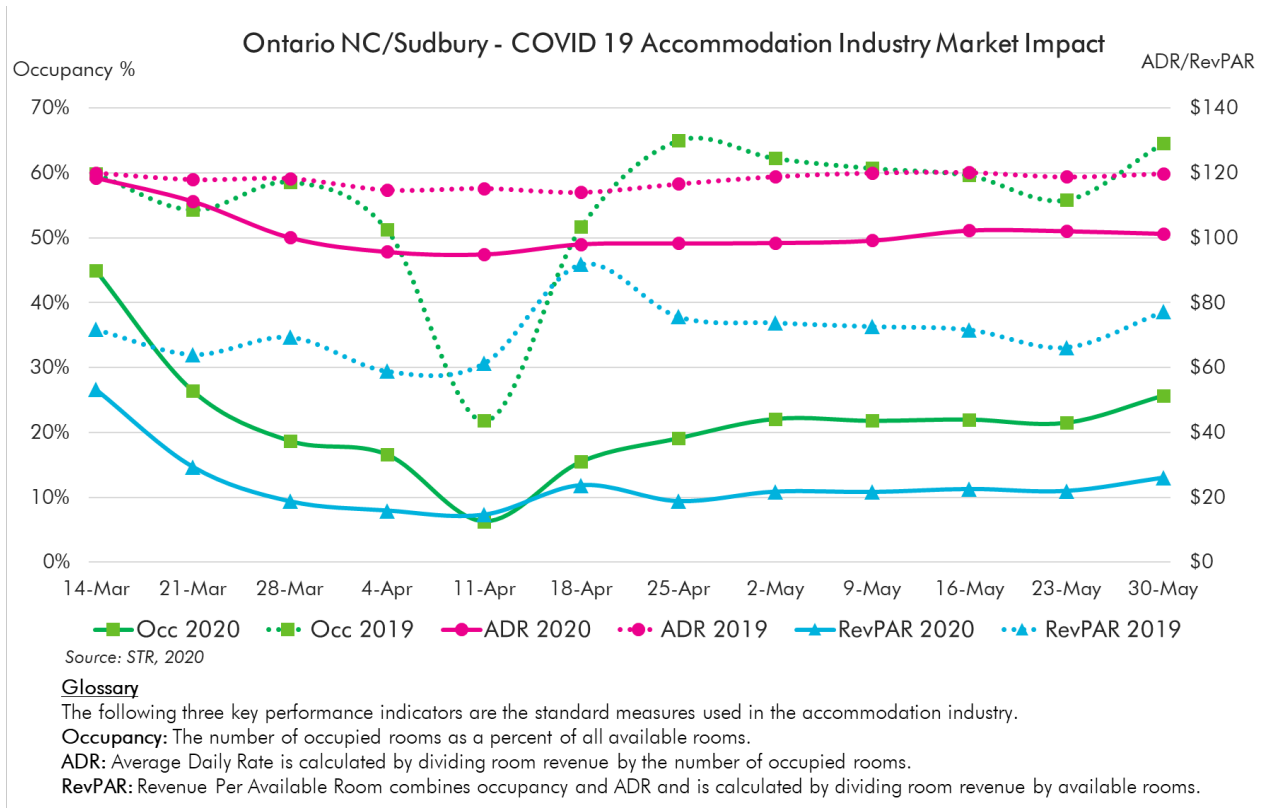
No.	Name	Rooms	Probability	Type	Opening Date	Status
1	Ambassador Hotel Sudbury (Balance of Closing)	-15	100%	Full Service	1-Jan-20	Closure
2	Hilton Garden Inn	120	100%	Focused Service	1-Jan-21	Under Construction
Total		105				

Source: CBRE Hotels

These changes are expected to collectively increase Sudbury's rooms supply by 6.2%.

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From a demand perspective, Sudbury's hotel market began to feel the negative effects of the COVID-19 crisis and market repercussions by mid-March. From the week of March 28 to the week of May 30, 2020, Sudbury's accommodation market RevPAR dropped approximately 70% in comparison to the same period last year. While ADR fell approximately 15%, occupancy levels were significantly impacted and dropped roughly 40% over the same period in 2019. It should be noted Easter dates shifted from April 21 in 2019 to April 12 in 2020, which have impacted week over week performance comparisons.



Implications of Adjacent Hotel Development and Parking Considerations

The Greater Sudbury area offers approximately 2,000 hotel rooms in a range of property types, and both supply and demand grew by approximately 8% by over the last 5 years. The majority of room product is limited service (35% or 590 rooms), followed by Full Service and focused service properties, both with about one-quarter of the room product each, and extended stay product with the remaining 11% (190 rooms).

Relevant to both the WTCGS and GSCPC projects, corporate and meeting/conference business comprised a total of 44% and 9% respectively of overall demand in the Sudbury market in 2019.

The opening of the new GSCPC has the potential to be a significant new accommodation demand generator, with a potential to increase Meeting/Convention demand levels by 25% over current levels, which equates to about 8,000 room nights. In addition, the WTCGS and the live entertainment and other events at the GSCPC and WTCGS will attract additional overnight accommodation demand into the downtown core.

While a further market study will be required, it is suggested that the development of a branded focused-service hotel, in the range of 150 rooms, may be the most appropriate for development as part of the Junction

West project. Focused service properties are typically recommended in relation to convention / public facility development for the following primary factors:

- This level of hotel can appeal to a broad range of guests and types of travelers.
- The design prototypes for these brands are of strong quality.
- This level of hotel is more cost effective to develop relative to full-service level hotels.
- This level of hotel is more cost effective to operate relative to full-service hotels.

The development will require dedicated parking to support the hotel and the GSCPC in the range of 250 – 300 parking stalls. The viability of a private-sector hotel development will be contingent on stronger market conditions but will also likely require that the incremental parking costs related to the hotel (100-150 stalls) be absorbed by the balance of the Junction West project and/or proposed WTCGS project.

As previously noted, original plans for both the Junction West project and WTCGS both envisioned support from both a hotel and parking onsite. The question remains as to how each of these elements can be accommodated on the Junction West site with or without combining elements of the WTCGS and GSCPC programs.

CORPORATE HOUSING OVERVIEW

CORPORATE HOUSING OVERVIEW

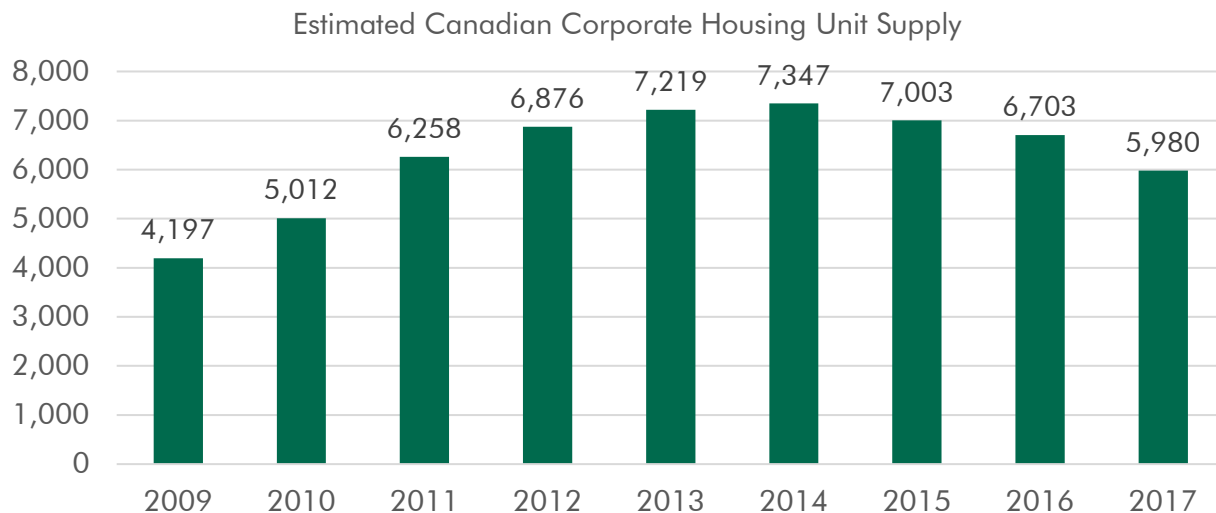
Introduction

Corporate housing offers guests an alternative to staying in a hotel or with friends and family. These furnished units can be apartments, condos, or homes and are rented out on a temporary basis, but typically for longer periods of time than a hotel product (i.e. extended stay or all suite properties). Corporate housing providers typically own multiple units within a building, or an entire building, and rent out units either to a company or an individual, often those waiting to move into new homes or working on contract in another community. According to the Corporate Housing Providers Association, professional providers coordinate these units to include furniture, house wares, amenities, cable, phone, electric, water, etc., usually at one inclusive cost.

Canadian Corporate Housing Market Overview

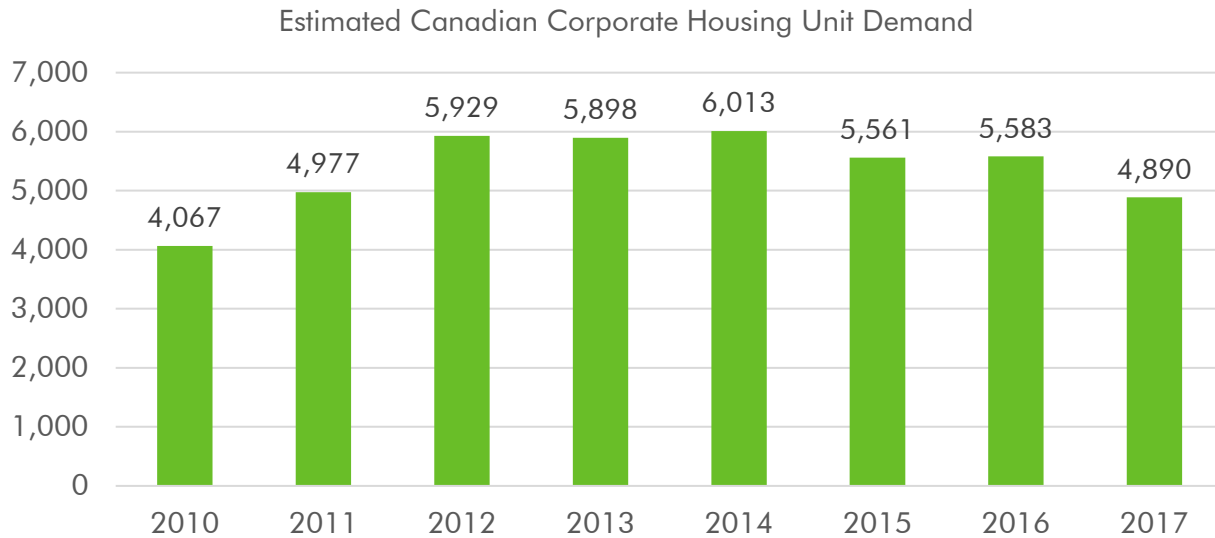
The Corporate Housing Providers Association partnered with The Highland Group to publish a report on Corporate Housing in North America. The 2018 Corporate Housing Industry Report is currently the most recent presentation of data for the corporate housing industry and uses data from 2009 to 2017. Canadian statistics in the report included surveys from Toronto, Calgary and Vancouver.

According to the report, the corporate housing unit supply in 2017 was just under 6,000 units, down 10.8% from 6,700 in 2016. Supply has been decreasing since 2014, when supply peaked with almost 7,350 units.



Source: The Highland Group, 2018 Corporate Housing Industry Report

Demand for corporate housing units follows a similar trend line, with a peak in 2014 of just over 6,000 booked units. In 2017, there were approximately 4,900 units booked, down from 5,600 in 2016. In terms of occupancy rates, the Canadian market reached 82% occupancy in 2017, down from 83% in 2016. The Highland Group notes that while suburban Toronto markets' occupancy grew, declines in other parts of the country – especially Calgary and Vancouver—were large enough to drag overall occupancy down in 2017.



Source: The Highland Group, 2018 Corporate Housing Industry Report

The Highland Group notes that because the majority of corporate apartment units in Canada are leased, the **providers can adjust their inventories based on perceived demand changes**. This may be the reason for the closely mirrored demand and supply trendlines.

The unit mix of corporate housing in Canada is largely made up of 1-bedroom units, followed by 2-bedroom units. Larger units, such as 3-bedroom units, or smaller units, such as studio apartments, make up a marginal amount of available supply. Three-bedroom apartments have the highest rent however at \$187 in 2017, followed by 2-bedroom apartments at an average of \$154. One-bedroom and studio apartments are very similarly priced, and both experienced a healthy average rate increase in 2017 to \$126 for 1-bedroom units and \$129 for studio apartments.

Corporate Housing Unit Mix & Average Rental Rates in Canada

Unit Type	% of Supply	2016 Avg Rate	2017 Avg Rate	% Rate Growth
1-Bedroom	55%	\$119	\$126	6%
2-Bedroom	35%	\$158	\$154	-3%
3-Bedroom & Other	6%	\$182	\$187	3%
Studio Apartment	4%	\$118	\$129	9%

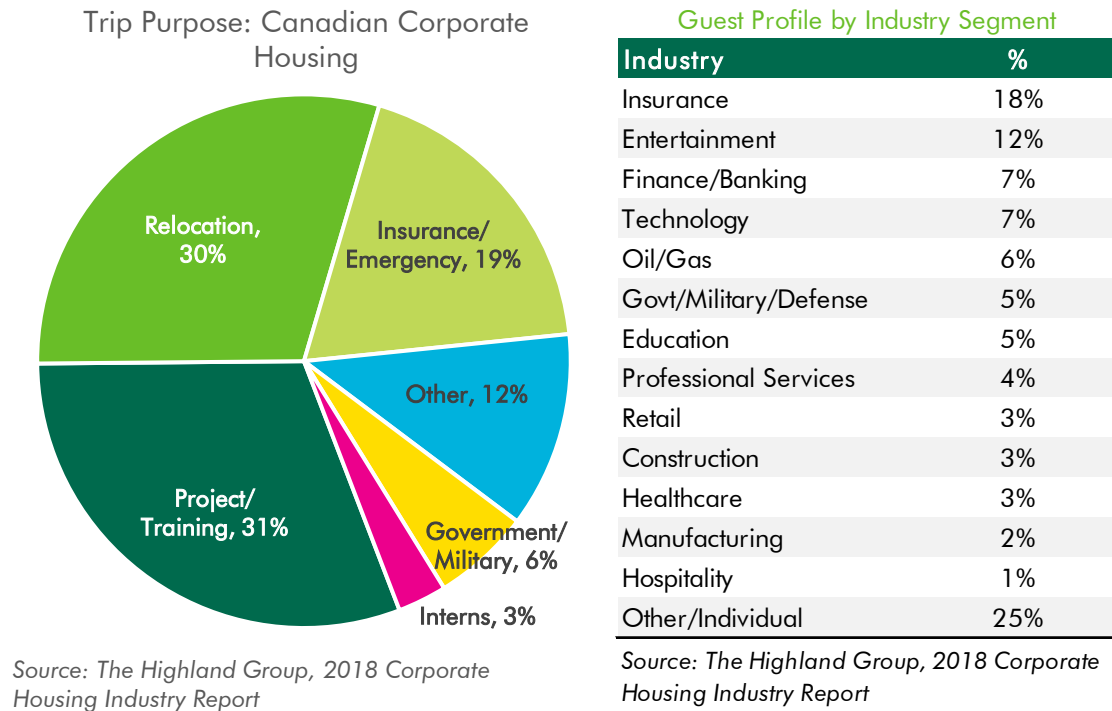
Source: The Highland Group, 2018 Corporate Housing Industry Report

According to the report, the average length of stay in Canadian corporate housing units decreased by two nights in 2017, mainly due to significant declines in the downtown Toronto and Calgary markets. The average length of stay has declined historically, from a high of 80 nights in 2010 to 54 nights in 2017.

When analyzing why guests used corporate apartments, the most common trip purposes were project/training (31%) and relocation (30%), followed by insurance/emergency (19%) in 2017. This trend was similar in the prior two years as well. Taking a look at guest's industries, the insurance and entertainment sectors were the largest generators, excluding the "other" category. The oil/gas industry generates approximately 6% of demand.

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Influencing Factors

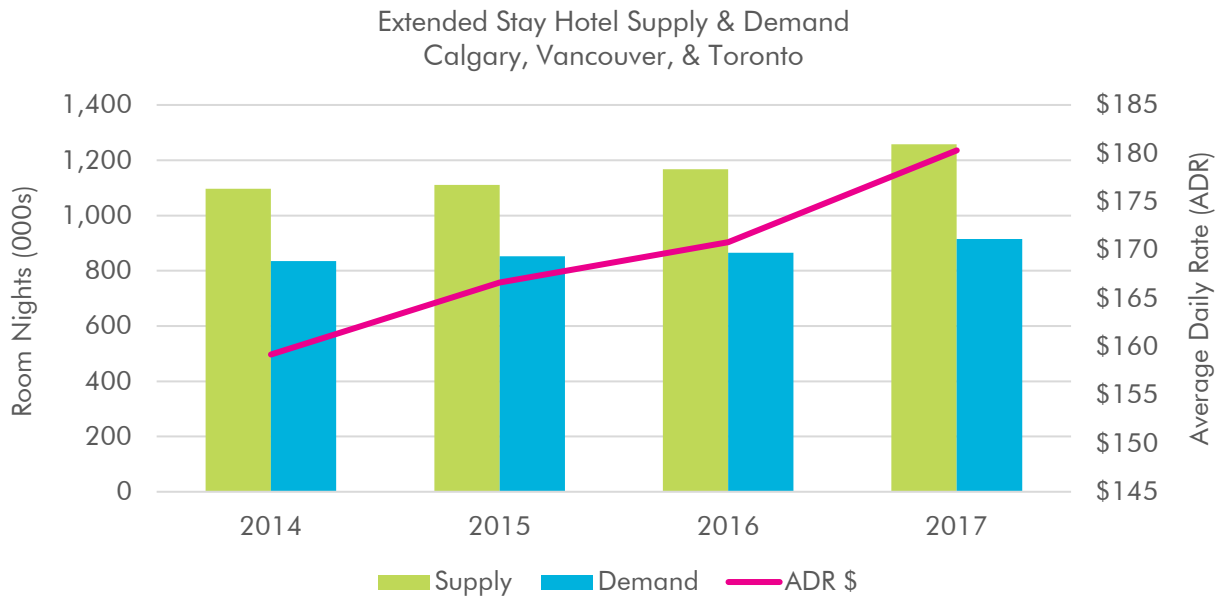
In the last 10 years, the Canadian hotel supply has seen significant growth in extended stay units, which negatively affects the corporate housing sector. CBRE's *Trends in the Hotel Industry* database collects topline performance of over 2,000 properties representing just under 60% of the Canadian industry's 458,000 rooms. We have utilized the sample of properties in Vancouver, Toronto, and Calgary from the database to illustrate this trend in extended stay units.

As shown in the graph below, in 2014 there were approximately 1 million available units in the sample. By 2017, the available units had grown to over 1.2 million, with demand keeping pace at approximately 75% over all 4 years. The average daily rates have also grown at a rapid pace from just under \$160 in 2014 to \$180 by 2017.

This increase in both supply and demand of extended stay hotel units, is the direct inverse of corporate housing units' decline in both supply and demand. However, the increasing corporate housing rates likely benefited from the increase in average daily hotel room rates.

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The corporate housing industry has also suffered lost business due to competitors such as Airbnb and other vacation rental platforms. These platforms also came into popularity at roughly the same time as the decline in corporate housing units supply and demand.

Greater Sudbury Rental Housing Market

As of October 2019, there were approximately 11,700 apartment units for rent in Greater Sudbury, of which 55% were 2-bedroom units (6,424), followed by 1-bedroom units at 33% of the supply (3,891). Approximately one-half of the apartment rental units are within buildings of less than 19 units, with 22% in larger buildings ranging in size from 100-199 units. The overall vacancy rate for Greater Sudbury is 2.1%, and the average rental rate for a 2-bedroom unit is \$1,114.

Rental Market Indicators - Greater Sudbury - October 2019

		Bachelor Suites	1 Bdrm	2 Bdrm	3 Bdrm	TOTAL	
Structure Size	3-5	163	873	1,019	233	2,288	20%
	6-19	237	1,162	2,054	117	3,570	31%
	20-49	120	467	975	45	1,607	14%
	50-99	195	498	816	117	1,626	14%
	100-199	30	891	1,560	122	2,603	22%
	200+	-	-	-	-	-	0%
# of Apts & Other for Rent	Total	745	3,891	6,424	634	11,694	100%
		6%	33%	55%	5%	100%	
Vacancy Rate		3.1%	2.5%	1.9%	0.6%	2.1%	
Average Rent by Bedroom Type		\$676	\$904	\$1,114	\$1,183	\$1,024	

Source: CMHC Housing Time Series Database; Published March 4, 2020

Data in this series is updated every 5 years in advance of each Census year.

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Over the past 5 years, the City of Greater Sudbury has completed construction of 240 new apartment units, for an average of 48 units per year (2015-2019). The addition of new apartment supply was highest in 2016 and 2017, when 204 units entered the market, followed by very limited supply in 2018 and 2019 (13 units). As of May 2020, a further 67 apartment units have completed construction in Greater Sudbury, as compared to 0 units over the same period in 2019. On average, apartment units comprise approximately 18% of the 1,300 housing completions in Greater Sudbury over the past five years (2015-2019).

Housing Completions - Greater Sudbury (2015-ytd May 2020)

Construction	2015	2016	2017	2018	2019	Jan-May 2019	Jan-May 2020
Multi-Residential							
Apartment	23	132	72	9	4	0	67
Row Housing	42	33	80	12	12	0	16
Semi-Detached	30	32	20	33	44	0	6
Single-Detached							
Single-Detached	152	162	153	120	135	5	53
TOTAL	247	359	325	174	195	5	142

Source: CHHC (Housing Starts and Completions by CMA)

Implications

Supply and demand in the Corporate Housing market is currently tracked only in major Canadian urban centres, like Calgary, Vancouver and Toronto, as these centres offer critical mass of product. While rental housing and apartments are available for rent by business travellers and relocating employees with their families, these are not as prevalent, and as mentioned – typically compete with both extended stay / all-suite hotels and Airbnb options. Furthermore, in the last 10 years, the Canadian hotel market has seen significant growth in both supply and demand for extended stay units, which negatively affects the corporate housing sector. Extended stay hotels provide amenities / perks associated with the brand, and there is no minimum stay, which would be attractive to corporate travellers that would be visiting the WTCGS or other local operations.

The Greater Sudbury area offers approximately 2,000 hotel rooms, of which just under 200 rooms are from extended stay properties. As of the time of this report, there were also an estimated 150 “entire home” units (comparable to corporate housing units) available on the Airbnb platform for the Greater Sudbury area. Anecdotally, Greater Sudbury offers available and affordable rental housing in the downtown core, yet visitors seeking corporate housing are typically looking for more upscale detached housing units, with a preference for waterfront locations.

While the proposed WTCGS development is in its early stages, we offer the following observations and considerations, which will require further clarification in order to advance the project:

- Confirm long-term lease objective of proposed residential units for the WTCGS.
 - It is our understanding that the project proponents are only interested in providing residential units based on rental lease terms of 1+years – either through corporations, or potentially for residents interested in living in downtown Sudbury.

ASSESSMENT OF PROPOSED WTCGS IMPACTS FOR JUNCTION WEST

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- Ensuring that the corporate apartments for the subject WTCGS development are geared to long term rentals will be key to differentiating between the type of clientele sought for the proposed Junction West hotel development versus the corporate apartment/residential rental market.
- Confirm market support for the size and type of residential development proposed for downtown Sudbury.
 - A market study will be required to determine the level of corporate and residential apartments, which can be supported in the downtown Sudbury market in order to verify the proposed facility program for the WTCGS. The units would be pre-leased prior to construction.

COMPARABLE ANALYSIS & BENCHMARK OPERATIONS

COMPARABLE ANALYSIS & BENCHMARK OPERATIONS

Introduction

With input from the Regional Director North America, World Trade Centers, CBRE conducted interviews with 6 comparable WTC facilities in North America – 3 Canadian organizations and 3 U.S. based organizations that are similar to the proposed WTC Greater Sudbury in terms of travel markets, economic base and demographics, in order to compare operating models, facility programs and performance indicators.

Comparable World Trade Centers

Description and Business Models

1. World Trade Center Winnipeg

Prior to its inception as a World Trade Center, its founding partner, Manitoba's Bilingual Trade Agency – ANIM – was a private-sector bilingual agency, which used bilingualism to attract immigrants, trade, and business investment. ANIM and the Winnipeg Chamber of Commerce discovered and attended an International Business Forum, which was part of Quebec City's 400-year celebration in 2008, and in turn hosted a very successful international BTB trade show in Winnipeg in 2010 and 2012 – known as Centralia. Building on the success of this event, the Chamber suggested that they purchase a WTC license in partnership with the agency, as they were aware that Vancouver, Toronto, Montreal, and Edmonton all had WTC licenses attached to a Chamber of Commerce. Because the private-sector agency was already doing trade and business investment, they went to the Business Development Bank of Canada (BDC), which provided them with a \$100,000 start-up loan, and in return, the BDC has sponsor naming right for the building.



Source: World Trade Center Winnipeg

The City of Winnipeg leases office space (at a very favourable rate) to the WTC Winnipeg on the 3rd floor of the former Saint Boniface City Hall building, the Province of Manitoba provides operating funding, and project funding is received at the Federal level through sponsorships, since the WTC Winnipeg organizes bilingual seminars and events. Thus, it remains a privately-owned operation, but programs are offered through public investment. From a physical space perspective, the WTC Winnipeg leases approximately 10,000 square feet, featuring 2 small meeting rooms, and offices for 21 staff.

The agency applied for its WTC license in 2011, received approval in 2012 and started operations in 2013. Since its opening in 2013, the World Trade Center Winnipeg has worked to strengthen Manitoba's economic vitality and cultural diversity and helps French-speaking immigrants integrate into Manitoba's society by providing a free program to help them with the administrative process.

Mission:

To be the leading place where companies are inspired to grow and connect to the world. We bring the world to your business, one connection at a time.

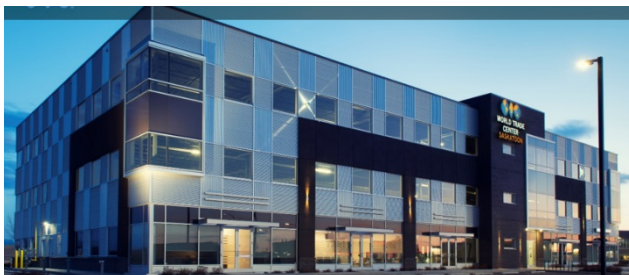
Services Include:

- Identifying targeted trade opportunities, using tailored solutions which serve local companies and partner organizations by matching their specific needs or strengths with parties in other markets.
- Access to international trade and market information, by utilizing WTC connections to answer trade-related questions and complete market studies.
- Training, mentorship and trade events, by offering learning opportunities to Manitoba SMEs needing assistance to become export-ready or explore new markets. Winnipeg WTC also hosts Centralia, the global business-to-business forum.

WTC Winnipeg is private sector owned, with operations and programs supported through public sector investment. The organization reports to a 12-member Board of Directors, of which 2 are observers; one being the Chamber of Commerce and the other is ANIM.

2. World Trade Center Saskatoon

Saskatchewan is similar to Sudbury, in that it is known for mining, as the world's leading producer of potash and second leading producer of uranium. There are over 25 different mine operations that stretch across the province, from coal mines in the south, uranium and gold mines in the north to potash mines that run across the central-southern belt from Saskatoon to Manitoba border. Most major mining companies in the world have an office in Saskatoon, including BHP Billiton, RioTinto, Cameco, PotashCorp, and Rare Earth. Agriculture is another key driver of the province's economy, as the world's leading exporter of canola seed, lentils, canola oil, and peas. Recognizing the importance of international trade to Saskatchewan, a private-sector company, Canwest CLC, applied for a WTC license in 2016, and was granted its full license in June 2017. Founders of Canwest CLC, asked Saskatoon's former mayor (2003 – 2016), to join WTC Saskatoon as a Senior Business Consultant in December 2016. Canwest CLC developed a 3-storey WTC office building in the south end of Saskatoon, which opened in 2017 and subsequently entered into a MOU with Prairieland Park, an events centre with 240,000 SF of trade/exhibition space in the south-eastern portion of Saskatoon to designate Prairieland Park as a World Trade Center in 2018.



Source: World Trade Center Saskatoon



Source: World Trade Center Saskatoon Trade & Convention Center, Prairieland Park

Goals:

- To create, retain and expand jobs, hope and the future by raising the world profile of Saskatoon and province through the WTCA.
- To simplify and partner with NGO's and the private sector in order to do business with on the world scene both inbound and outbound.
- To attract foreign direct investment to Saskatchewan through increased world recognition as a destination for international business and investment.

Since its inception, World Trade Center Harbin and World Trade Center Saskatoon signed a MOU in January 2018 to work together to grow agricultural trade between Heilongjiang in China and Saskatchewan. Together, both WTCs anticipate working closely with the Ministries of Economy and Agriculture as well as the Saskatchewan Trade and Export Partnership and all the Regional, Economic and Development Authorities. A delegation from WTC Harbin attended the Western Canadian Crop Production Show and spoke to local agribusinesses about potential trade and investment opportunities with China.

In November 2018, the Las Vegas Convention and Visitors Authority and the Consumer Technology Association, owner and producer of Consumer Electronics Show (CES), signed an MOU between the WTC Las Vegas and WTC Saskatoon. Through the agreement, Las Vegas and Saskatoon will co-market under the World Trade Center brand in mutually promoting each other's world trade center facilities. As a result of this arrangement, WTC Saskatoon Trade & Convention Center has agreed to take Saskatoon-based delegations to the Consumer Electronic Show hosted in Las Vegas, and in turn WTC Saskatoon Trade & Convention Center will host smaller shows in off years, or as "teasers" to the larger shows held in Las Vegas. It is anticipated that similar arrangements will be made with Agricultural and Mining tradeshow. In 2018, the WTC Saskatoon Trade & Convention Center hosted 432 events over 1,310 event days.

3. World Trade and Convention Center Halifax

The World Trade and Convention Center Halifax is a provincial Crown corporation and government agency. Under Nova Scotia's Department of Business, there are 5 Crown corporations, including:

1. Nova Scotia Business Inc. – focusing on industry sectors such as oceans, seafood, information communications, technology, agri-food, advanced manufacturing, naval defense, financial services, digital media, film & television production, clean technology, and life sciences,
2. Events East Group - Convention Centre & Services (previously Trade Centre Ltd.),
3. Develop Nova Scotia – responsible for leading sustainable development of high potential property and infrastructure, i.e. waterfront, harbour, and broad band initiatives,
4. Tourism Nova Scotia, and
5. Innovacorp – early stage venture capital organization for startup businesses.



New Halifax Convention Centre Source: WTCA.org



Former Convention Centre site, Current WTC Halifax Office

WTC Halifax was first granted its license in 1982, through the Province of Nova Scotia's crown corporation which had responsibility for trade missions and education. In 2001, when Nova Scotia Business Inc. (NSBI) was developed, NSBI took over responsibility for the province's trade and investment attraction. However, at that time, the WTC license did not transfer to NSBI, so the organization began to focus more on Convention services and attracting events. Events Event Group was established in 2014 through legislation to operate, maintain and manage the activities of the Halifax Convention Centre, and in April 2017, the mandate was expanded to include the continued management and operations of Scotiabank Centre and Ticket Atlantic.

Over the years, Events East Group became inactive with the WTC and indicating the license was not a good fit for their practice and suggested that it would be better for NSBI to use the brand for trade and investment attraction. In March 2019, NSBI took over the WTC license.

In speaking with the WTC Halifax, separating the trade and investment elements of the WTCA from the convention element was detrimental. Due to the nature of the crown corporation's organization, only the Events East Group were licensed with the WTCA, excluding the NSBI's trade and investment sectors, and therefore not allowing for cross-promotion or access to the WTCA network. The WTC Halifax noted that being able to make use of all the WTCA's network streams (including convention, trade, real estate, etc.) would be the best way to make use of the WTCA license.

As a provincial crown corporation, WTC Halifax does not have any members, with all programs funded through the provincial government. WTC Halifax has clients and runs programs that exporter companies can access. All exporters tend to work with them in order to access programs, export education, learn how to reach new markets, and build plans to do so. They offer trade education, trade missions, and investment attraction.

The new Halifax Convention Centre opened in December 2017 in downtown Halifax as part of the \$500-million Nova Centre project, replacing the older World Trade and Convention Centre and renaming the convention centre to exclude the WTC name. The WTC Halifax now leases office space in the former World Trade and Convention Centre building, which is adjacent to the new Nova Centre project.

4. World Trade Center Delaware

The World Trade Center Delaware was originally set up in 1987 as a not-for-profit corporation. Originally, its founders wanted to develop an office building, convention centre and hotel in Wilmington, Delaware (population 71,000). However, since its inception, there have been a number of changes, and today WTC Delaware offers Trade services for the entire State. As a small state, Delaware does not have a Department of Commerce, and instead, the WTC Delaware fulfills that function for the state. The WTC Delaware partners with the Federal government to communicate and provide resources within the state, but also for new federal international development corporations. Though the WTC is not part of the state, they do receive funding from the government. The WTC works with development organizations, often times public-private-partnerships, that attract businesses to the state.

The WTC Delaware also offers memberships, which include overseas corporate members. As Delaware is known as the “corporate capital of the world” with many companies incorporated in Delaware, these companies want a foothold in the US; the WTC Delaware becomes that foothold.



Source: Google Maps

Goals:

- To help companies, especially small, medium-sized or emerging, to grow their international business.
- To provide trade leads, training programs, job leads and networking and matchmaking opportunities for Delaware companies.
- To serve all types of companies, in sectors as varied as agriculture, environmental remediation, IT, medical equipment manufacturing and biopharmaceuticals, and financial, legal, and real estate services.

5. World Trade Center Buffalo Niagara

The World Trade Center Buffalo Niagara received its license in 2000 as a not-for-profit corporation, registered as 501 C6 NFP WTC Buffalo Niagara. As a real estate development, the organization uses the WTC as a brand to attract tenants (higher rents) and offer services to the community and tenants. Ultimately, its purpose is to help companies in the binational region of Buffalo-Niagara to expand their international reach. The WTC Buffalo Niagara has a four-prong revenue approach: membership, events/sponsorship, programs and grants. They also do consulting, which brings in some revenue, and when the need arises, they look for grants to support their mission.

WTC Buffalo Niagara has approximately 90 members evenly split between manufacturing and service sectors, which rely on the organization for its global network, expertise and ability to help companies with international business promotion. WTC Buffalo Niagara is one of only 2 binational organizations in the WTCA network. In its early years, approximately 17 to 18 years ago, they met with the Board and inquired about having their own building next to the International Bridge. At that time, Board members were skeptical on the building idea, keeping the organization small with 2 staff and leasing office space.

Under this operating model, the organization is largely reliant on events, memberships and grants with limited growth opportunities. Current management and the Board are now creating a business plan to develop their own building in partnership with a developer, whereby they will give rights to brand the building as a WTC in exchange for space and revenue. The building they are looking at is 25,000 square feet, and they currently lease 3,500 square feet at their existing location. The new building will be part of a larger multi-use campus, which will provide numerous opportunities for grants and recognition across both sides of the Canada-US border.



Source: Google Maps

Mission:

To assist companies in Western New York and Southern Ontario in finding success and growth beyond their domestic markets.

Services Include:

- Providing consulting including market research, Export Toolkit, Low Cost Market Entry assistance and other customized trade services.
- Offering year-round seminars and networking opportunities
- Offering local and international member benefits through its worldwide membership affiliation with the World Trade Centers Association.

6. World Trade Center Savannah

WTC Savannah received its license in October 2011 and is owned by Savannah Economic Development Authority for Chatham County, including the City of Savannah. With its economic development partners throughout the region, WTC Savannah offers professional services and support to companies interested in conducting business in the United States. WTC Savannah only focuses on manufacturing and warehouse distribution, film and other emerging technologies. Emerging from the Great Financial Crisis of 2008, the Chatham Economic Development Agency (CEDA) was proactively investigating international trade models. One such model was the WTCA, and the CEO of CEDA had experience with WTC San Diego. One of the other models under consideration was to create an international arm and hire a professional who already had connections. They chose to become a WTC, based on the CEO's real knowledge of the San Diego model, which did not rely on one person's contacts, but rather provided access to a world side network.



Source: World Trade Center Savannah

The WTC Savannah and CEDA own their building, which is a 4-story – 40,000 square foot building. WTC and CEDA occupy the 4th floor. There is an international shipping company leasing the second & third floor (25,000 SF), and film tenants on the main floor. The building provides opportunities for companies coming to Savannah and use office space, as a “landing spot.” The WTC Savannah also has 60-70 partners (as opposed to members), so that they do not compete with the Chamber of Commerce, which has a membership model. The benefits to partners are a listing on their website (live link) and on the WTCA website, monthly briefings where they highlight one of their partners, and the WTC recognizes partners on Social Media.

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Selection of World Trade Centres - WTCGS Comparables

WTC Location	Metro Population (2019 Est*)	Interviewee	Building/Location
Winnipeg, MB	850,000	Mariette Mulaire, President and CEO	Saint-Boniface City Hall, Downtown
Saskatoon, SK	340,000	Don Atchison, Sr Business Consultant (Former Mayor City of Saskatoon)	World Trade Center Sask., Downtown/South
Halifax, NS	440,000	Angela Ralph, Director, Corporate Projects & Partnerships	Former WTC Atlantic Canada & Convention Centre building
Delaware, Maine	1,342,000	Carla Sydney Stone, President	World Trade Center Delaware 42 Reads Way, Suite B, New Castle, DE 19720
Buffalo Niagara, NY	1,130,000	Craig Turner, President	World Trade Center Buffalo Niagara, 683 Northland Avenue, Buffalo, NY 14211
Savannah, Georgia	146,000	Leigh Ryan, Vice President	World Trade Center Savannah, 4th Floor 1131 Hutchinson Island Road, Savannah, GA 31421

Source: CBRE Tourism & Leisure Group, WTC Interviews, April 2020, *Sitewise, 2020

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Selection of World Trade Centres - WTCGS Comparables

WTC Location	Building Location	Inception	Who Owns WTC License?	Established in Partnership?
Winnipeg, MB	Downtown	2012	Private Sector	ANIM, Manitoba's Bilingual Trade Agency in partnership with Winnipeg Chamber of Commerce
Saskatoon, SK	Industrial Park	2017	Private Sector	No
Halifax, NS	Downtown	1982	Provincial Crown Corporation	Nova Scotia Business Inc., a crown corporation
Delaware, Maine	Industrial Park	1987	Not for Profit Corp.	No
Buffalo Niagara, NY	Northland Beltline Redevelopment Area	2000	Not for Profit Corp.	Binational Organizaiton
Savannah, Georgia	Close to Dtwn/ Georgia Ports	2011	Savannah Economic Development Authority	No

Source: CBRE Tourism & Leisure Group, WTC Interviews, April 2020, *Sitewise, 2020

Building Ownership/Lease and Facilities

Of the six comparable WTC's, 4 lease office space and 2 are located in WTC-branded buildings. As mentioned previously, WTC Buffalo Niagara is currently working towards building ownership. The model would see the developer build a multi-use campus, including 25,000 SF office building, conference/meeting space, amphitheater, on-site parking and residential uses. WTC Buffalo Niagara will give the developer rights to brand the office space/campus as a WTC, in exchange for 3,500 SF of office space and an annual licensing fee. Based on discussions with WTC Buffalo Niagara, they will soon be drafting an MOU with the developer to announce the project to the community, which allows WTCBN to promote it, and the developer to seek incentive grants from the state. In their current location, WTC Buffalo Niagara shares office space with Phyllips Lytle LLP, which has expertise in international business law and supports companies based in the U.S. pursue opportunities in Canada, Europe, Asia and other parts of the world, and foreign companies looking to establish U.S. operations.

The developer of WTC Saskatoon's building currently has leased office space on the 1st floor, but is waiting for the right tenants before leasing Floors 2 and 3. The tenant mix for WTC Savannah is comprised of their focused sector cluster including Distribution Services International; Savannah Regional Film Commission, Savannah/Hilton Head International Airport; Wallenius Wilhelmsen Logistics.

In terms of building facilities, 5 of the 6 comparables offer temporary office space, 4-in-6 have conference/exhibition space, 3-in-6 have seminar/meeting rooms, 1 has an auditorium, and 2 have adjacent hotels. None of these comparable facilities offer corporate apartments.

Comparable WTC's - Facilities

Facilities	Winnipeg, MB	Saskatoon, SK	Halifax, NS	Delaware, ME	Buffalo Niagara, NY	Savannah, GA
Temporary Office Space	x	x		x	x	x
Conference / Exhibition Centre	x	x	x			x
Seminar/Meeting Rooms	x	x	x			
Office Building/Tower		x	x			x
Auditorium	x					x
Hotel			x			x
# Tenants	0	1st Floor	0	0	1	4
WTC Own/Lease	Lease	Own	Lease	Lease	Lease but intent is to Own	Own
Building	WTC on 2 Floors - 8,000 - 10,000 SF	3-storey office building	18,000 SF	1,000 SF	25,000 SF	4-storey office building 40,000 SF

Source: Comparable WTC's Facilities: Management Interviews, April 2020 and wtca.org

Trade Services

In terms of Trade Services, all of the comparable WTC's offer Trade Information and Market Research, with 5-in-6 providing Trade Education services and 4-in-6 offering Group Trade Missions. One-half of the comparables provide Business Management & Professional Services and Trade Counseling. One-third list Referrals and Event Management amongst their trade service offerings. WTC Delaware also offers Business Services and WTC Saskatoon has a Private Equity branch, where local investors with equity come together to consider "pitches" from local businesses/entrepreneurs, similar to Dragon's Den or Shark Tank.

WTC Saskatoon noted that WTC Toronto hosts Trade Missions on a regular basis, which Sudbury could take benefit from in targeted sectors such as mining.

The Canadian comparables also cited the Trade Accelerator Program (TAP) program as an excellent service offering for WTCs. TAP Canada is aimed at helping SMEs to overcome barriers to exporting. Through its Expert Partners, TAP Canada gives companies access to Canada's top exporting advisors, resources and contacts. WTC Toronto and Toronto Board of Trade started the Trade Accelerator Program and then extended it to WTC Winnipeg to try as a "guinea pig". It was met with such success that WTC Toronto then took the program to WTC's in Vancouver and Montreal, and it is now a Federal program which offers funding to eligible companies. TAP Canada program partners include Export Development Canada (EDC), Royal Bank of Canada, WTC Toronto and Toronto Board of Trade.

Companies must meet the following criteria to be eligible for TAP Canada:

- Located in Canada
- Is already exporting a product, service or technology, but wishes to diversify its export markets – OR – has taken exploratory steps to develop their business abroad
- Generates more than \$500,000 in annual revenue
- Is willing to dedicate senior representatives to participate in all stages of the program
- Has a product, service or technology with a strong competitive advantage as a result of quality or patent protection
- Is a good corporate citizen devoid of corruption and environment and human rights violations
- Can share two years of financial statements with its application to demonstrate its solvency.

WTC Halifax learned about the TAP program through other Canadian WTCs. Nova Scotia Business Inc. partnered with the Chamber of Commerce to fund the program, with NSBI now delivering it across Nova Scotia. NSBI also does investment attraction, attracting new companies to Canada and also getting Canadian companies to export. They also offer a Film fund, largely for films made in Nova Scotia.

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Comparable WTC's - Trade Services

Trade Services	Winnipeg, MB	Saskatoon, SK	Halifax, NS	Delaware, ME	Buffalo Niagara, NY	Savannah, GA
Trade Information/Market Research	x	x	x	x	x	x
Trade Education & Knowledge Creation	x		x	x	x	x
Group Trade Mission	x		x	x		x
Business Management & Professional Services	x	x				x
Trade Counseling	x				x	x
Referrals	x				x	
Event Management	x		x			
Private Equity		x				
Business Service				x		

Source: Comparable WTC's Trade Services: Management Interviews, April 2020 and wtca.org

Member Benefits

Member benefits vary at each of the comparable WTCs, with the most popular benefits being access to a global network of international trading partners, identifying and facilitating introductions to international business opportunities, and providing business consultation services and local expertise in key sectors. Other member benefits range from office and real estate services to convention and trade services, training and education forums and providing duty deferrals on imported merchandise.

Of the 3 comparables which have memberships as part of their operating model, the number of members range from 60 to 100 members, while the WTC Winnipeg lists 2,000 clients. In addition to individual members, WTC Savannah have partners ranging from EDOs at the County and State level, colleges and universities, ports, Chamber of Commerce and major industries, which pay an average of \$3,000 per year in partnership fees.

WTC Winnipeg also noted that members benefit from sponsorship opportunities for World Trade Day and Small Business Week.

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Comparable WTC's - Member Benefits

	Winnipeg, MB	Saskatoon, SK	Halifax, NS	Delaware, ME	Buffalo Niagara, NY	Savannah, GA
Member Services						
Global Network with reciprocal privileges	x				x	x
Access to International Trade and Market Information	x					x
Identify International business opportunities				x		x
Business consultation services				x	x	
Facilitates Introductions			x			x
Local expertise in ICT, life science & ocean tech			x			x
Office and Real Estate Services		x				
Project Consulting Services		x				
Private Equity		x				
Convention and Trade Services		x				
Increased Targeted Trade Opportunities	x					
Training, mentorship & trade events	x					
In-depth focus on export/import of services				x		
Education forums and workshops				x		
Located in the heart of downtown			x			
Trade Missions			x			
Access to top international trade consultants					x	
Invitations to International Events					x	
Benefits of duty deferral on imported merchandise						x
# Members	0	0	0	100	90	60-70
# Clients	2,000				5	Partners

Source: Comparable WTC's Member Benefits: Management Interviews, April 2020 and wtca.org

Business Relationships

The majority of comparable WTC organizations have business relationships at the Federal, Provincial/State, and County level, through delivering such programs as Canada's TAP, attracting businesses to the state/province/city, and assisting with local companies looking to grow internationally.

In terms of hosting events, WTC Winnipeg brought in Centralia Global Business Forum – an international business-to-business forum focused on generating trade opportunities for small and medium sized businesses for Manitoba. The event, which has been described as “speed dating” for businesses, was held in Winnipeg in 2010, 2012, 2014, and 2016, but has not been held in the province since the Conservatives were elected in 2016. WTC Saskatoon does not generate events for its sister property, WTC Prairieland Park, however Prairieland Park has generated leads and hosted events through its MOU with WTC Las Vegas. Nova Scotia's Events East Group provides convention services for the Halifax Convention Centre, but found they were not

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attracting most of their conventions through the WTC network, and hence its WTC license was transferred to its sister agency – Nova Scotia Business Inc. However, WTC Halifax stated that if Sudbury were to have the WTC and Convention Centre in the same building it could work well, as it would be meeting all 3 of WTCA's business streams (Commercial Real Estate, Trade and Conventions). WTC Delaware was going to host SelectUSA Investment Summit this year, however, it was cancelled due to COVID-19. Last year's event, which was held in Washington DC, attracted 1,200 business investors from 79 international markets and 49 states and territories.

In the case of WTC Winnipeg, the City provides the organization with office space at a discounted rate, and they also work with the City's Economic Development Committee and the Tourism Office (French services) on the buildings main floor. The City of Winnipeg has also noted that having a WTC and working with the Economic Development Committee has helped the city gain recognition, as most potential clients/trading partners do not know Winnipeg. WTC Halifax works with the Halifax Chamber of Commerce to deliver its TAP program, and WTC Saskatoon is beginning to work with Western Economic Development Authority on promoting its super cluster. Because they are a relatively new organization, WTC Saskatoon is still building trust with Saskatoon's EDC and Chamber of Commerce. WTC Saskatoon's developer was originally going to build its office building downtown, however ownership selected a different site because the City approved a 13-storey office tower as part of a \$300 million megaproject that also includes a 20-storey condominium tower, and a 15-storey Alt Hotel, which is expected to be completed by 2022. As an incentive to build in the downtown core, the City of Saskatoon offered a 5-year property tax abatement program, however, the incentive was not realized because they chose to build outside the downtown core.

Comparable WTC's - Business Relationships

	Winnipeg, MB	Saskatoon, SK	Halifax, NS	Delaware, ME	Buffalo Niagara, NY	Savannah, GA
Business Relationships						
Federal Government Programs	x	x	x	x	x	
Provincial /County /State Departments			x	x	x	x
Host events at Convention/Trade Centre	x	x	x	x		
City Departments, including EDO	x		x			x
Work with City Tourism Office	x					
Chamber of Commerce			x			
Western Economic Development Authority		x				
Favourable Office Space Lease Terms	x					
Property Tax Incentives		x				

Source: Comparable WTC's Business Relationships: Management Interviews, April 2020 and wtca.org

Operating Models

All of the comparable WTCs rely on some form of provincial/state and/or federal government funding, ranging from 33% to 100%. One of the comparables reported that 66% of their operating revenue was from earned revenue and sponsorship support, while another comparable reported that 25% of their operating funds was sourced through sponsorship and registration fees. Only one of the comparables provided their annual operating budget at approximately \$2.5 Million.

Advantages/Disadvantages of Having a WTC in your City

The following section draws on quotes and anecdotes from interviews with comparable WTC locations.

Advantages

- Main advantage is having an organization focused on trade – both on storytelling perspective, and for direct assistance (someone to call).
- Playing on a global stage.
- Connection to the WTCA – day to day, they can call other WTCs to get information on industries from different markets.
- They have interconnective binational regional economy, and Economic Development officials are trying to force people together to do business/share ideas. There is no other agency that deals with both sides of the border – very important for whole region.
- The brand – including the network and the name recognition. Provides the city or town with an iconic building or iconic-named organization.
- For smaller communities, it's a tie that community has globally, puts a city on the map.
- As one person put it "from someone who has had the Kool-Aid but also understands the economics of it," it's a good thing for any region – and the whole world hears about your city, with the WTCA AGMs and materials the association sends out.
- Having a WTC license tied into a Greater Sudbury Convention Centre, with member companies participating in conventions, will in turn support the Convention Centre and the hotel sector.

Disadvantages

- Only disadvantage is cost – maintaining memberships, but they have a definitive value proposition.
- From a developer/municipality perspective, it was mentioned that "if you look at the price of the license and the annual fees it's pennies on the additional cost of the iconic building and that building would become a community hub. So, when you amortize the cost of the license, it's such a small cost for the benefit to your community..." (a building, conventions, etc.)

Best Practices/Lessons Learned/Advice

The following section is a collection of excerpts from interviews CBRE conducted with advice for the WTCGS, best practices on running a WTC, and lessons learned.

Take Advantage of WTC Network

- There's a lot of work to do with the WTC network, you have to build your own relationships and find those people that are active and helpful in your space. Not everyone is active or helpful or aligned with your goals. The WTC has 3 different streams of what they focus on (commercial real estate, trade, and conventions) so you have to find the right partners, but there are lots of people who are connected and helpful.

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- The comradery they have developed with leaders in WTCA is great; anyone they've reached out to has been very willing to share and makes for a very positive experience.
- Take advantage of the network! One interviewee stated, "If I were a mining company and exporting their product, the WTC would be a place that could facilitate the invite to the embassies to Canada, place to have meetings (how can we have it faster, better, cheaper?)."
- The best advice would be to very be engaged with the network. The value of a WTC license is in the people and connections. You have to put the time in and show up at the events that they put on. They'll follow up with information and people will do favours, but you still have to build those relationships.
- It gives you this family that's right there. One person walked into her first WTC event and everyone was so engaging and so helpful, asking "how can we help and work together?" People were serious about doing business.

Business Plan

- If you are starting from scratch, it must be well planned.
- The faster you can make the building a part of your building, the better. The service model works, but it's hard without the building.
- Definitely check out Trade Accelerator Program (TAP). It is a well-run organization that can assist in leads, etc.
- TAP program – everyone is taking part on Ontario side – Toronto Board of Trade, EDOs, Chamber of Commerce.
- First thing is to get the TAP program running. At a minimum WTC Buffalo Niagara is making \$25,000 CAD on this program.
- Sudbury should build on its bilingual capacity and make it known as a key asset. This model will facilitate funding from different levels of services.
- Toronto WTC brings in a lot of Trade Missions – but they tend to be very sector specific to Toronto. Sudbury could partner with them on setting up Trade Missions related to Sudbury's key sectors.
- Assess all opportunities: does it fulfill mission, add members, generate revenue?
- Spending the time to lay the groundwork and then benefitting in the long run. You do have to spend time letting everyone in the community know what you do.
- Look at ways you can help your members funnel provincial funding to you. Are there programs where government export funding can go to education – have the government fund your program.
- For memberships: you have to have a strong attraction and engagement strategy. What are you going to offer members that's valuable? Get involved with the WTC business clubs, (Sudbury may be a good place to have a business centre), offer a happy hour, and find a way to keep members engaged. There are also many ideas that get shared at the WTC global level that Sudbury can tap into.

- It's all about engagement and making sure that your members are getting value.

Downtown Location

- A World Trade Center should be developed in the downtown, which in turn will draw people and businesses to the downtown core. Build an outside plaza for people to meet, with an opportunity for advertising to help pay for the Centre and its programs.
- If you can build it in downtown – will have a beneficial impact with a Convention Centre – rejuvenate the downtown. The goal is to create a vibrant downtown.
- Best investment that you can make, as it's able to bring other corporations into downtown. You are part of an international network, 330 cities, 90 countries around the world and that has a significant impact. It also plays a major role in economic development and the WTC branding helps with exports for the host city.

Instills Community Pride

- A WTC instills pride into a community – you can't buy that.
- Because WTCA has standards of their brand, you have to work to meet them. There's a level of quality control. If they open one in Sudbury, the rest of the world would know about Sudbury.

Garner Community Support

- Get as many people to be on board as possible – to be proud, buy a share, sponsored by them. This demonstrates a real effort of the business community coming behind the new structure; it shows that even the coffee shop, for example, is sponsoring this. It gives small business a name.
- It's very easy to get people to rally around a WTC because of the value proposition and if you strive to find mutual value through collaboration, it'll be easy to energize people around trade. Every membership group out there is chasing the dollar, treat it as a collaborative environment not a competitive one and you'll get a lot more done.
- Companies are typically willing to help each other, so make as many connections for people as you can.

Takes a Focused Effort

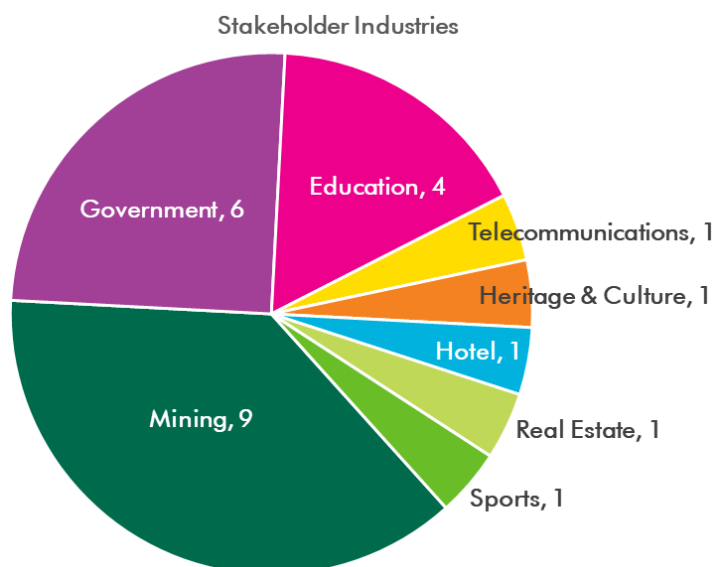
- As a WTC, you get to be part of a larger corporation, but you only get out of it what you put into it.
- If you aren't going to be active, do not bother.

LOCAL STAKEHOLDER CONSULTATION

LOCAL STAKEHOLDER CONSULTATION

Introduction

CBRE completed 26 interviews with 30 local and provincial stakeholders that represent a range of public entities and private sector businesses and organizations. The list of stakeholders was consolidated from lists prepared by both the City of Greater Sudbury and the WTCGS proponents. As such, some of the entities were familiar with the WTC concept and supportive of the proposal at a high-level. Others were recommended based on their understanding of trade and export industries in the Greater Sudbury market and/or involved with those industries. One of the more important industries involved in international trade is the mining industry. As such, about one-third of the discussions were directly related to mining and the associations or other resources that support that industry. Two of the interviewees were City employees and were therefore excluded from the stakeholder results, bringing the total interviews to 24. A copy of the questionnaires can be found in Appendix B.



It should be noted that these stakeholder interviews were meant to garner input from a cross-section of Sudbury's industries and services. While the proposed WTCGS named five industry sectors that would benefit from a WTC, the stakeholders provided were mainly from the mining sector. These interviews are neither an indication of feasibility nor a "focus group" for the proposed WTCGS program elements, but rather represent a broad overview of opinions in the current climate.

Local Stakeholder Input

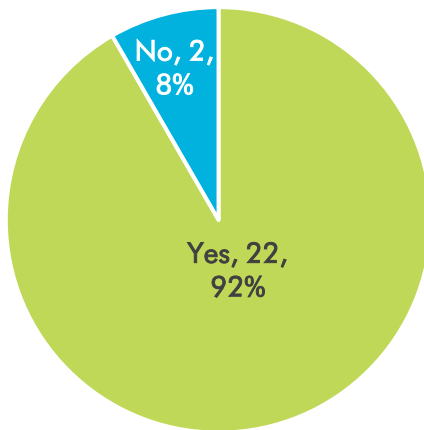
Questions posed of local stakeholders ranged from their understanding of Junction West and the WTC concept, and the benefit that a WTC might bring, to the individual's potential use of and interest in supporting a WTC facility in Greater Sudbury.

Familiarity with Junction West Project & WTC Concept

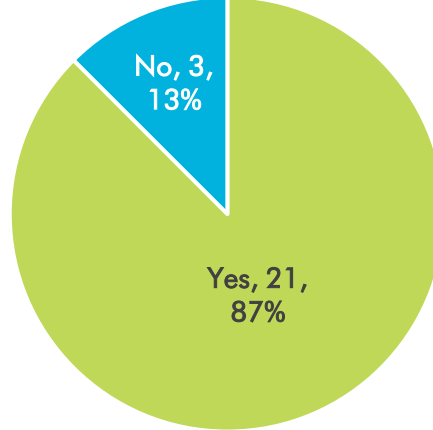
During the interviews, the following description of a WTC was provided for reference:

The World Trade Centers Association stimulates trade and investment opportunities for commercial property developers, economic development agencies, and international businesses looking to connect globally and prosper locally. The focus is specifically on to build on trade opportunities at an international level, with WTC facilities in 90 countries worldwide. The proponents of the WTC for Greater Sudbury are looking to develop a building that will offer office space for tenants, and will also provide trade services to members, along with product launch space for large trade show presentations.

Are you familiar with GSCPC/JWP?
n=24



Are you familiar with WTC?
n=24



The majority of respondents had some level of familiarity with both the Junction West Project (92%) and the WTC concept (87%). There was strong perception across the board of the importance of revitalizing the Downtown core of Greater Sudbury, and the need for capitalizing on Sudbury's strengths, and that a convention centre and/or WTC venue could help to put Sudbury on the world stage.

Basis for Support of a WTC in Sudbury

Those respondents that had been identified by the WTC proponents as having been supportive of the concept were asked on what basis they might support a WTC facility in the city.

On the whole, respondents were clear that the mandate of the WTCA is to stimulate trade and international business. Those who expressed support of the WTC indicated, that there were a lot of good things to offer in the Greater Sudbury community, and a WTC could raise Sudbury's visibility globally, and connect international developers to their services and products. A WTC could "demonstrate that Sudbury is open to investment and business" and "anything new that involves world exposure for Sudbury is worthwhile considering, and the possibility of growth is exciting". The WTCA's cross-cultural dynamic could also help local businesses understand how to work at a global level within specific sectors. Furthermore, Sudbury's universities produce talented young people that want to stay in Sudbury and get jobs, but they need networking assistance.

From a locational perspective, a downtown venue with the potential of bringing in talent and good quality jobs could help to solidify the downtown revitalization prospects. Furthermore, there is a need to have a dedicated place to showcase local products and/or research innovations, while attracting international visitors. Many local businesses and municipal partners want to beautify and re-inhabit the downtown and bring people for an urban experience. Furthermore, a location in Sudbury would be advantageous as it is already considered a central hub of Northeastern Ontario, and is well-known for Science North and Dynamic Earth, the mining industry, sports, and health science. At the same time, with a population of 168,500 people, Greater Sudbury is a small WTC destination in comparison to others that were analyzed, so adapting the size of the building and its location will be critical. For example, the city of Savannah, GA is very close in population size to Sudbury with 146,000 residents, and the WTC owns a 4-storey office building with 40,000 SF, leasing 25,000 SF to tenants.

In terms of concerns, there was confusion as to the advantages of the WTC member benefits, as the City and Province organize inbound trade missions. Within Sudbury, in addition to the City's Business Development Office and the Northern Ontario Export Program, there are local trade-networking associations like MineConnect (Ontario's Mining Supply and Services Association), and both are involved in inbound and outbound trade missions. Provincially, the Ministry of Economic Development and Job Creation, and the Chambers are heavily involved in trade. At the national level, Global Affairs Canada, Export Development Canada, Prospectors & Developers Association of Canada (PDAC), Mining Suppliers Trade Association (Canada), as well as funding providers like the BDC and FedNor also provide assistance, through programs like the Northern Ontario Exports Project.

Although regional development agencies of the government like FedDev work with the Toronto Board of Trade and the WTC's TAP program, concern was voiced about limited awareness of the WTC concept amongst Sudbury's current trade partners, associations, and service providers. Yes, other municipalities have been successful in partnering with local service providers in a coordinated role – so there could be an opportunity for the City to work with the WTC. Another consideration that emerged was a perceived need to consolidate trade initiatives under one roof, since many trade initiatives for Sudbury are being done on an ad hoc basis or are very sector specific. "It would be a no-brainer to have just one organization/umbrella and the WTC could be that centralized path." A WTC could become a "one-stop-shop" for international agencies, assisting with Export Development Canada or BDC documentation and connections.

A number of stakeholders suggested that a WTC could help to broaden trade beyond the mining sector to other sectors and broaden WTCGS membership to geographic regions beyond Greater Sudbury. It could also provide a venue to showcase the role Greater Sudbury might begin to play in growing its trade opportunities worldwide in all sectors. Furthermore, the WTC would provide Sudbury with global recognition, much more so than a new arena or casino, and would give Sudbury more recognition for innovation in local economic sectors.

Potential Economic Benefits of a WTC in Sudbury

Respondents were asked to consider what economic sectors might benefit from a WTC in Greater Sudbury. **Mining** was identified as the primary sector that would benefit from trade services and international business networking. One comment was made that a WTC could help solidify Sudbury as a mining centre. Other sectors mentioned were:

- Healthcare (including med-tech, rural healthcare, medical research)
- Education,
- Forestry,
- Environment (including research in reusing ore and re-greening of abandoned mines),
- Advanced manufacturing (mining and industrial),
- Innovation, Science & Technology,
- Government,
- Film, and
- Tourism.

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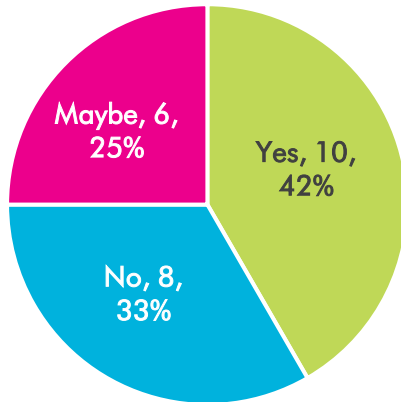
In those sectors that focus on advanced technology and research (e.g., education, healthcare, mining supplies, biotech, etc.), there is a need to commercialize their innovations and make products that are market-ready into packaged products. A WTC could potentially act as a great networking tool for connecting innovation with commercial expertise. More sector-specific comments include:

- A WTC could help to make Sudbury a medical hub in Northern Ontario – Northern Ontario School of Medicine, established in 2005, has been a top medical school for many years in Ontario;
- Companies working on innovation in advanced technology, mining / healthcare development, environmental remediation, etc. are typically great at what they do, but don't know how to get product out. A WTC tenant that could commercialize and grow the new technologies and promote them through trade shows, etc.;
- Forestry and wood innovation - McEwan School of Architecture is looking to establish themselves for innovative design in wood for northern communities, and build a Northern Ontario Wood Innovation Centre, producing innovative design wood products. If there were things that could have more industry led assistance with partners (i.e. forestry companies), the University could showcase what they're doing;
- Tourism – an iconic building might bring people to see the city; plus, a WTC would bring trade, and anytime people come, it means more money spent, and future tourism, with benefits to the entire region;
- The environmental community is rallying around building a biotech industry to clean up abandoned mine sites. If WTC and financing associated with it could take creation of their products to market, that would help a lot of international locations;
- A WTC could provide potential for local universities/colleges to provide professional development, and raise both professor and student skills to international standards;
- Advanced research and innovation with hubs that include: SnoLab, Laurentian University's Innovation Centre and Vale Living with Lakes Centre, etc.; and
- Any sectors interested in export markets and sourcing with international locations.

Many respondents agreed that Greater Sudbury has significant expertise and is in a strong position to expand and grow internationally. The comment was made in order to expand internationally, there would need to be more of a Northeastern Ontario focus. Through soliciting WTCGS memberships, the subject WTCGS may benefit from the engineering expertise out of North Bay, forestry from Timmins, mining in Greater Sudbury, etc.

WTC Memberships and Sponsorship

Would you sponsor the WTC or buy a WTC Membership? n= 24



Given the initial indications of support and potential benefits to the Sudbury economy, respondents were asked whether they would consider supporting a WTC in Greater Sudbury financially, through either purchase of a membership fee or sponsorship in some format. As shown in the pie chart, just over 40% of respondents said that they would be interested in that kind of support, while one-third said no, and one-quarter remained undecided.

For many, particularly representatives of the Mining Supply & Service sector, there was concern about the value proposition that a membership would hold – given the dedicated associations already in Sudbury (i.e. MineConnect, Chamber of Commerce) and associations at the Provincial and Federal level – many of

which charge an annual fee. It was mentioned that the business case would need to identify a cost benefit and a real need that would be supported by local businesses. The mining community, for instance, has a widespread network that is extremely tight with relationships and contacts, as “business comes from your reputation.” If the WTC could fit into the ecosystem of all these other associations, it would make sense. Others indicated that they would be interested, and would like to have input, particularly if these other network associations were involved.

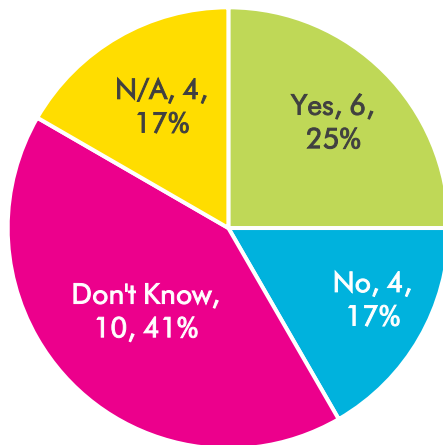
Two or three delegations from environmental groups come to work with Laurentian University annually and the school trains students in international business, so there may be opportunities for sponsorship of some type, i.e. through internships and experiential learning opportunities, which would be reciprocated with young minds interested in business to assist the WTC.

Downtown Office Space

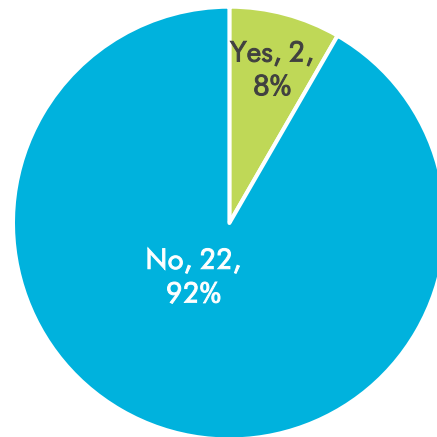
As the WTCGS proposal calls for 50,000 SF of Class A office space at the venue, respondents were asked whether they saw a need for more office space in the Downtown core and whether the organization they represent would be interested in becoming a tenant of a WTC building. As shown in the following charts, one-quarter of respondents agreed that there was a need for more office space, and less than 10% of respondents would consider being a tenant in the new WTC building. On the topic of office space in the Downtown, about 58% of respondents either felt they were not qualified to answer the question or did not have enough knowledge of the market to answer.

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Do you see a need for more office space in the downtown core? n=24



Would you be an office tenant? n=24



Some respondents that indicated that there was not a need for more office space indicated that the issue was less about vacancy, and more about quality. The general consensus was that there appeared to be vacancy at buildings like the Rainbow Centre, but that in general more Class A space might be required. One respondent indicated that there was some nice office space in Downtown Sudbury, but rents were relatively high for those, parking is extremely limited (or unavailable in some buildings), and there are “a lot of undesirables” in the area. One stakeholder suggested that new office space at a Class A level would need to yield \$25 to \$35 PSF net in market rents to be viable. Thus, both rent and demand could be a challenge for a new office building in Sudbury.

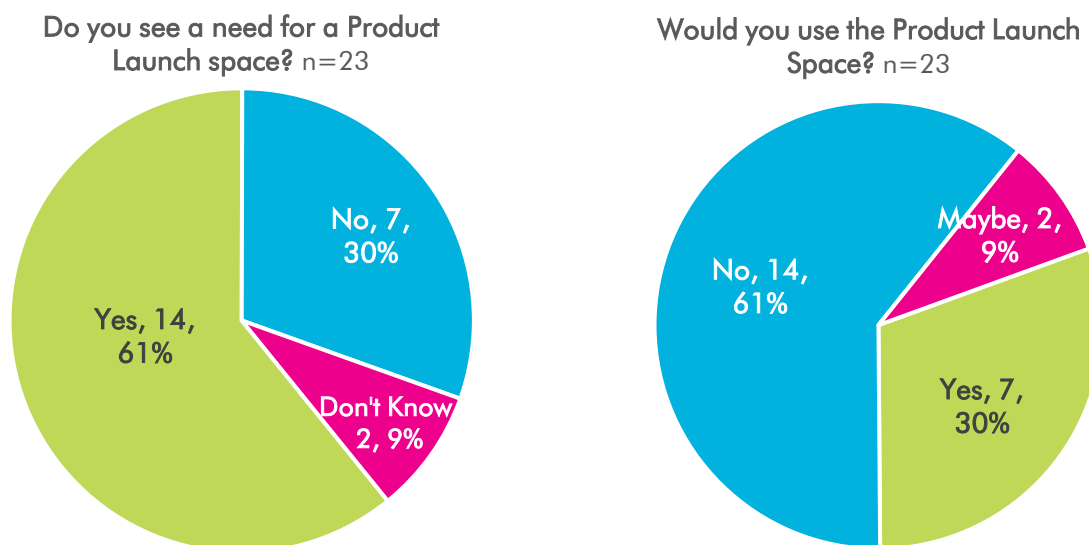
One of the mining companies recently bought an older building Downtown to revitalize, as their main office is in the suburbs, and indicated that young employees (i.e. programmers, mathematicians, etc.) did not want to travel outside the city. This company also wanted to be close to students because of its affiliation with the University. Another respondent indicated that if the WTC is looking to develop a building, they would recommend redevelopment of an existing building. A new or refurbished building may attract people to come downtown, especially young people. However, parking would continue to be a concern from many respondents, which is a large part of the reason many companies are choosing to locate outside the core.

A WTC building with office space could accommodate companies that only need space on a temporary basis, either for visiting executives at existing businesses or delegations coming from other countries. One respondent suggested that if it was a government building that focused on international trade there could be synergies, yet that would not necessarily bring the rents required. It is understood that real estate is important to the WTCGS proposal, and that currently the city is not well equipped to host delegations coming to see local products and innovations, particularly if they are considering staying for longer periods of time. Furthermore, there could be an opportunity to “piggyback” on the GSCPC as opposed to building a separate development, with an iconic “jewel box” space for the WTC licensee that could potentially be expanded in phases, if a business case could support additional office space. Parking would be part of the consideration as well. **Consequently, a number of stakeholder discussions did not support the need for 50,000 SF of office space in a dedicated WTC building, but did support some level of space for WTC and temporary office usage.**

It should be noted that the WTCGS also proposes to include a Consul Corps Office, Passport Office, EDC Office, Global Affairs Office, and other community beneficial service offices. In addition, not all of the office space would be leased to long-term tenants, small meeting rooms and boardrooms within WTC's office space would be used as temporary office space for out-of-town companies, delegations, etc. **It is our understanding that the inclusion of office space, product launch space and corporate apartments are integral to the business plan for the WTCGS.**

Product Launch Space

In the preliminary plans for the WTCGS, the proponents suggested that 5,500 SF of common area could be utilized for a product showcase area. In CBRE's survey, respondents were asked whether they saw a need for product launch space at the proposed WTC and if they would make use of that space. Over 60% of respondents agreed that there was a need for product launch space in Sudbury, yet 60% also said that they would not use it themselves.



Those in support of product launch space at the WTCGS indicated that it would be helpful to have a dedicated, technologically advanced space for video conferences and large-scale exhibits, "something world stage worthy." As part of the Junction West project, the city could host a mining symposium and showcase large mining equipment in a dedicated space, or even auction such equipment. Dynamic Earth is currently being used for that purpose but according to some that space was "under-spec'd" for large-scale equipment. From an educational perspective, there could also be an opportunity to showcase student developments and innovations in a dedicated gallery space at the WTC. Such an opportunity could help commercialize the research and innovative technologies being produced by the universities and colleges in Sudbury. A number of respondents also said they would be interested in seeing the product launches, even if they didn't participate themselves.

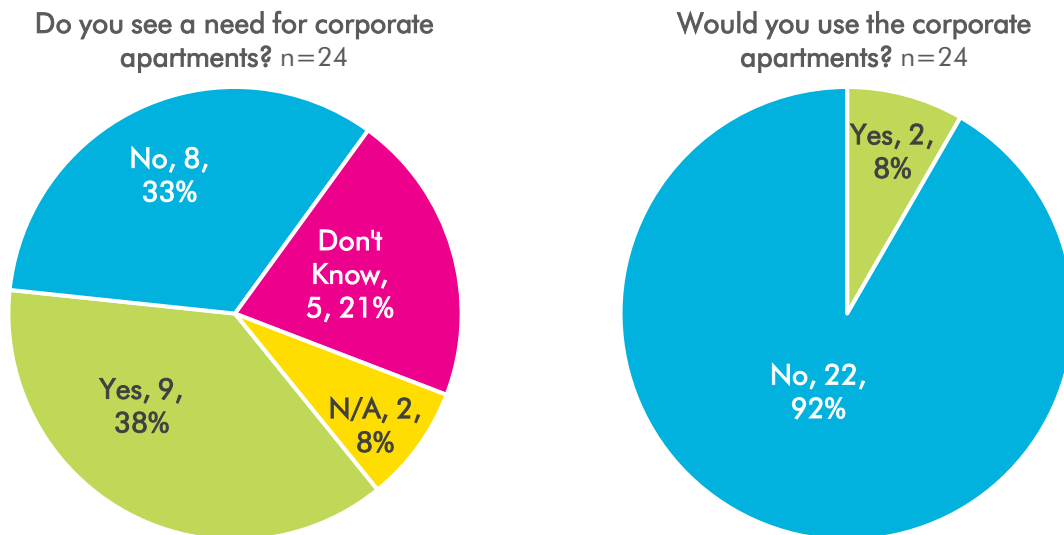
Concerns raised were that there are already spaces in Sudbury being used for demonstrations of new products and technology, and that the GSCPC is planning to provide space for trade shows and exhibitions. As such the WTCGS could potentially be in direct conflict by providing such space. For example, there are mining companies that use space to demo new products at NORCAT's building on Maley Drive, and

NORCAT's underground mine is used for testing and development work. NORCAT is also planning a new building, and Rock-Tech does product launches at their existing facility, as does the e-Dome at Cambrian College.

There could be opportunity downtown, as long as the companies that undertake product launches would be interested and able to use a space downtown. There may be an opportunity to work with NORCAT and other companies that are already involved in product launches, as they have the capacity to show delegations the environment where the equipment is being produced. A large challenge for Sudbury is the lack of opportunity to host large shows without a facility like the GSCPC. **If product launch space could be in close proximity to the convention and/or trade show space, in the same or an attached capacity, that might offer the greatest opportunity.**

Corporate Apartments

The WTCGS proponents identified preliminary plans for an estimated 60,000 SF of corporate apartments for long-term lease at the facility (which translates to 40 corporate apartments, assuming 1,500 SF per unit). Respondents were therefore asked whether they saw a need for corporate apartments at the proposed WTC and if they would make use of them. Just under 40% of respondents agreed that there was a need for corporate apartments, but only 8% said they would make use of such apartments.



Those in support indicated that the main requirement was to be able to host international visitors and have a product that matched their needs. Visitors requiring long-term accommodation often prefer an apartment with amenities to a hotel, and most of the hotels offering suite products are located outside the Downtown core. Furthermore, one respondent indicated that "...when you have your own place it's easier to entertain guests pre/post events, and the space feels like your own as opposed to just a hotel room."

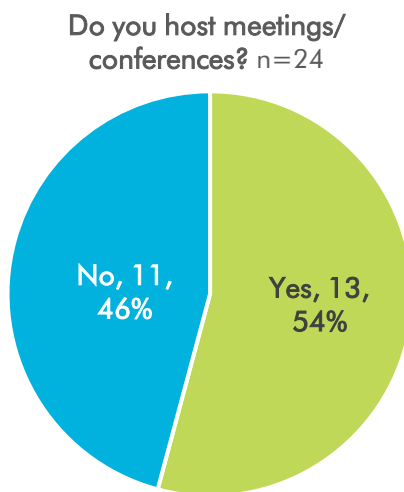
For trade delegations coming to Sudbury, of which there are typically 10 to 12 annually, they tend to stay between 3 and 7 days. A WTC office could assist the city in organizing meetings and host the delegates in a common space, with local hotels and/or the proposed hotel development at Junction West providing

overnight accommodation for the delegates. Project proponents plan to assist with organizing the existing trade missions, while also hosting additional inbound/outbound missions.

Concerns voiced in relation to this feature were that the City of Greater Sudbury already offers a range of corporate apartments and other types of housing for visiting executives, professors, and other professionals, as well as families relocating or requiring temporary housing. This type of demand is very difficult to track, as it crosses various sectors, and often people using the existing product in Sudbury are looking for detached houses or residences in more scenic areas, i.e. lakefront. Also, given that the Junction West project was intended to include a hotel, there was concern that corporate apartments would compete with demand for that property, and potential cannibalize other demand for downtown hotels. Furthermore, convention guests are more apt to use hotels – thus a hotel would be more important to the Junction West project. It should be noted that the project proponents have indicated that the proposed WTCGS corporate apartments would only be available for long-term lease (not short-term rental).

Several stakeholders noted there may be a need for some level of corporate apartments downtown, and they could help to bring more people to stay Downtown as opposed to staying in existing extended stay product outside of the Downtown, but there is also a need to revitalize the area in the meantime.

Meetings and Conferences



As a means of understanding how the respondents might frequent Junction West once the project is complete, they were asked whether the organizations/companies they represent host large meetings and conferences. The results were almost 50/50, indicating good support from the small selection of respondents interviewed.

It would be helpful to have a new convention centre to showcase the city. For those that host and might consider hosting at the GSCPC, such as the McEwan School of Architecture, there was significant interest in hosting new events. It was mentioned that mid-size meeting space in particular has been at a premium space in Sudbury, especially for technology related trade shows.

Many of the smaller events hosted by the Chamber and other

organizations could continue to be hosted at local hotels and banquet halls. As described in the CBRE 2018 Report – the GSCPC would be used primarily for larger events and performances. The only limit on the size and types of meetings/conferences that could be hosted is the amount of hotel accommodation available.

A concern posed by some stakeholders is how a WTC might add to the Junction West's ability to host meetings and conferences or drive more business that has not already be considered in the business plan for the GSCPC. It is our understanding that the WTCGS plans to organize and host 5 new conferences each year that are not currently in the market, representing one conference per industry sector.

Benefits/Synergies of WTC connection to the GSCPC

Respondents were asked to comment on the potential benefits of having the WTCGS connected to the GSCPC, and how it could complement the Junction West Project. There was a general consensus that there

is a lot of innovation in Sudbury. Entities like MineConnect, Cambrian College, College Boreal, Laurentian, Centre for Excellence in Mining Innovation, Dynamic Earth and Science North, are all involved in research and innovation that would benefit from a venue that could host meetings & conferences. Furthermore, when delegations come, they want to understand technology and visit operations, which is a service that could be provided by the WTC. The WTC could also feature product launch space, as discussed. The issue raised was whether the two entities need to be mutually exclusive from a facility standpoint.

The following section provides some more general advantages and concerns voiced by respondents about locating the WTC within the Junction West project and draws on quotes and anecdotes from interviews with local stakeholders.

Advantages of developing the WTC as proposed in Junction West:

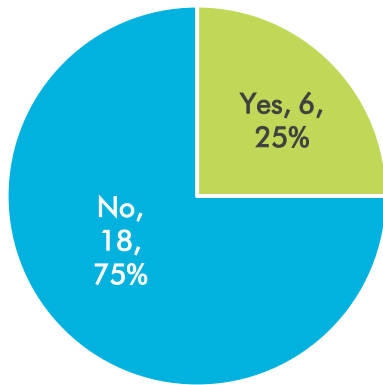
- There are potential synergies for tourism by providing two new facilities for the city to showcase (i.e. the WTCGS and GSCPC).
- It's a wise approach to look at WTCGS in conjunction with Junction West project, as synergies within a larger project could add to the WTC's overall long-term viability. Multi-use purpose capabilities = better viability.
- The WTC has the ability to tap into network of bringing in other organizations into the city. Together the buildings could provide international exposure for the city and convention business.
- An iconic building helps to build prestige, and hopefully by adding it to a convention centre, synergies can develop, along with cost savings in construction.
- Two buildings being connected would be a benefit if there are connections within their programming, i.e. If there's a delegation coming in through the WTC and having meetings at the convention centre, there's a value in being connected to where you're meeting and going to the convention and having a corporate apartment or hotel room in the same spot.
- Meeting planners and organizations that are considering a location for a conference look for amenities around the convention centre, as would delegations connecting through the WTCA. If the buildings are in a central location, it's a huge plus (i.e. art gallery, library, pubs, restaurants, hotels, etc.).

Concerns / Alternatives to the current proposal:

- There are already lots of major developments planned for the Downtown.
- The Junction West project does not need a big building for office space.
- The idea behind the WTC could be accomplished without it being as grandiose, i.e. just meeting business product launch needs.
- The WTC should be downtown but does not have to be connected to Junction West. They could refurbish an existing building instead.

Experiences with other WTCs and Benefits to their Economies

Have you worked with other WTCs? n=24



Respondents were asked to comment on whether they had experience with WTC facilities prior to learning about it through the WTCGS proposal, and what kinds of economic benefits were being experienced in other jurisdictions. As shown, one-quarter of respondents had in fact worked with other WTCs, while three-quarters had not.

For those that had, one respondent commented that his company preferred to “go direct to existing mining sector contacts and skip the middleman (i.e. WTC).” In addition, the respondent stated that approximately half of his US counterparts didn’t see the value in WTCs, while the other

half “say it’s the greatest thing since sliced bread.” In cases where the WTC has been successful, it appears that success is really dependent on trade content and management style and competency, as opposed to the real estate component.

In cases where the WTC is managed by Chambers of Commerce in Canada, there are often great synergies. Typically, the Chamber of Commerce has the relationship with business community, and there is often an opportunity to share office space, i.e. the Toronto WTC is within the Toronto Region Board of Trade. It was identified that in general, companies looking at international travel from a business point of view tend to look to Chamber of Commerce as their central business point. The Winnipeg model was also identified as a strong one, wherein the WTC leases space from the City of Winnipeg, but remains a privately-owned operation, with programs offered through public investment.

For those that had not heard of or worked with a WTC, respondents from various sectors indicated that in all their experience with international trade, they had “never come across a WTC.” The main concern with the concept is that Sudbury already has some success with international trade, particularly in the mining sector, and respondents do not want to see duplication, but rather some form of “consolidation.” There were also questions raised as to whether Sudbury has the population density to support a WTC.

Additional Comments

The interview process yielded some great discussion overall with respect to international trade, the future of Greater Sudbury’s economy, and revitalization of the Downtown core. The following is a sample of some of those related comments from stakeholders:

- Considering the long-term longevity of the community, a sports entertainment centre should come first, as it could be used for conferences and multiple events, concerts etc.
- You need to have revenue coming in for setting up downtown, because there’s nothing there now. Most people spend minimal time downtown. Parking is a pain. The Downtown needs some “TLC” – perhaps a strategy is required to attract banks that are spread around, post office, small vendors, and get them to consolidate downtown.

ASSESSMENT OF PROPOSED WTCGS IMPACTS FOR JUNCTION WEST

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- The city needs to connect with Global Affairs Canada - they do trade on an international basis.
- Junction West is a priority for the community. Happy to see this research is being done and that local stakeholders are being contacted.
- Junction West would require a “good hotel” to accommodate increased international demand.
- Sudbury needs to get past just mining. There are so many other things here that people don’t see.
- Companies try to recruit good professionals, but it’s lifestyle that’s going to attract them and Sudbury needs a good way to compete with other cities, give people a reason to not just go to Toronto/Vancouver.
- There’s a tendency to want to focus on what services are duplicated. This WTC project will probably fall victim to the same assumptions. Someone will have to do an honest and thorough job of what services actually exist. Some people “assume” that things are getting done or services are offered, but they’re actually not.
- The WTC does not necessarily have to be a content provider, it could be a place-based thing where all the partners come to actually DO their parts. This is an opportunity where people could be more inclusionary. There are currently overlapping organizations that could be brought under the same tent. This could be a place where these organizations live, whereas right now the organizations kind of live online or someone’s second job at their primary job’s desk.
- In Sudbury, you can’t assume that the WTC brand name will be enough, you will still need to rely on the existing organizations and the weight they pull in industries. I.e. don’t need to hire a Chilean representative for the WTC, because we already have those ties through other companies in Sudbury
- At the end of the day, we’ll always be interested in everything that would benefit our clients. So, if this is meaningful and powerful for our clients, then we’ll use it.
- The ones that didn’t work out, were mismanaged with programmatic nature. You license the playbook, you get access to memberships, have that soft landing, etc. It was cool 10 years ago, it’s a bit oversaturated now. But in a city like Sudbury, it could be a huge benefit, as long as the programming side was worked out well. Would really like to know more about the buy and sell side!
- There is a high level of skepticism - we need a lot more information to understand whether it is viable. At this point there more questions than answers relative to the WTC. We have not done enough due diligence at this point.
- Local proponents see the success of WTC being really critical in terms of management and operation of Centre – you need to have the right people leading it.
- This is a “make work project” for someone who has an idea.
- If this is a not for profit organization, how would the WTC make money? What is the motivation?
- MineConnect is a main driver in the community, this group will be the pre-cursor to the appetite for the project.

- Sudbury has access to everything that Toronto has access to through Global Affairs, except the 3.5-hour drive to get there.
- TAP Program is open to companies from Sudbury, but there is a cost to be part of the program. Other organizations (i.e. Global Affairs Canada) could provide access at no cost.
- If the objective of the WTC is global connections and to facilitate the connections, then we see a benefit, but we do not want to build additional office space in the Downtown. Hopefully this can be accommodated through WTC services connected physically to the GSCPC.

Conclusions & Implications

CBRE's discussions with local stakeholders yielded some helpful feedback in terms of what advantages a WTC could bring for Greater Sudbury, and both what benefits and facilities would be of most use to local businesses and organizations. The following is a summary of the key topics and discussion points that have helped form the basis of our study findings and recommendations.

Potential Benefits of a WTC to Sudbury

- The WTCA network could assist to connect research and innovation with commercial expertise, particularly in the areas of advanced technology and research.
- A location in Sudbury's downtown could help to solidify downtown revitalization projects.
- A WTC could help to consolidate trade initiatives under one roof to showcase local product/research and bring international visitors to an urban experience that is also close to the developers.
- A WTC could act as a one-stop-shop for international agencies, assisting other trade networks.
- A WTC could help solidify Sudbury as a mining sector, but it could also help to broaden trade beyond mining, i.e. Healthcare, Education, Forestry, Environment, Advanced manufacturing (mining and industrial), Innovation, Science & Technology, Government, Film, and Tourism.
- Putting a WTC in Sudbury is advantageous for the region, as it is already a hub for Northeastern Ontario, and could lead with a regional membership focus (if possible).

Concerns & Queries about WTC and Member Benefits

- Sudbury has a relatively small population compared to other WTC destinations – could the WTCGS memberships focus on trade for all of Northeastern Ontario?
- What are the competitive advantages of WTC inbound and outbound trade missions?
- How do WTC operations differ from what is currently being offered at the local, provincial and federal level?
- Success of a WTC is typically dependent on trade content, and management style / competency, as opposed to the real estate component - who will manage the WTC?
- There is limited awareness of the WTC concept amongst Sudbury's existing trade partners and local associations – why do businesses need to join and pay fees to another organization?

Membership Benefits Need Clarity

- Over 40% of respondents indicated that they would be interested in providing some level of support while another 25% remained undecided and were primarily interested in more specific information, i.e. confirmation that WTC benefits do not duplicate existing trade efforts rather may offer an opportunity for consolidation.
- A business case would need to identify a cost benefit of membership, and a real need that would be supported by local businesses.
 - Sectors such as the Mining Supply & Service sector already have widespread networks, so the WTC would need to find a way to fit into the ecosystem of these other associations.

Limited Demand for Downtown Office Space

- The issue of office space downtown is less about vacancy, and more about quality – there is a perception that more Class A space might be required downtown.
 - A new Class A office building might act as a catalyst to bring people downtown, but less than 8% of business/organizations surveyed would be interested in tenanting.
- Stakeholder consultation suggests that it would be difficult to justify 50,000 SF of dedicated office space in one building.

Product Launch Space

- Sudbury could use a dedicated, technologically advanced space for video conferences and large-scale exhibits, including innovations that require commercialization.
 - There is concern that spaces used for these kinds of demonstrations already exist or have been proposed and that WTCGS could be in conflict.
- If product launch space could be in close proximity to convention and/or trade show space at GSCPC, in the same or an attached capacity, that might offer the greatest opportunity.
- It should be noted that the WTCGS has identified that the product launch space will be one of its main revenue generators, and therefore the WTCGS would need to be able to maintain control of the space.

Corporate Apartments

- Corporate apartments, extended stay hotel suites, and other temporary accommodations catering to visiting and/or relocating professionals (i.e. Airbnb) are already available in Sudbury, and demand is difficult to track; but anecdotally, people seeking this type of product are looking for upscale facilities and locations.

Support for Physical Connection to GSCPC

- A WTC office could assist the city in organizing meetings and entertainment space for trade delegations coming to Sudbury.

ASSESSMENT OF PROPOSED WTCGS IMPACTS FOR JUNCTION WEST

JULY 10, 2020

- There is an evident need for large event / performance space in the city that would be accommodated by the proposed GSCPC.
- Entities that focus on research and innovation would benefit from a venue that hosts meetings & conventions, as well as product launch space.
- Good support exists for merging the WTC licensee office with the GSCPC, if there is enough demand for WTC member benefits exclusive of what a dedicated building might provide (i.e. office space, corporate apartments, dedicated product launch space, etc.).

IMPLICATIONS FOR JUNCTION WEST

IMPLICATIONS FOR JUNCTION WEST

Introduction

The primary objectives of the subject study were to determine if there is a market and economic opportunity to develop a World Trade Center in Greater Sudbury, looking at the needs of the city today and upon development of Junction West, and to determine if its development will strengthen the business case for the proposed Greater Sudbury Convention and Performance Centre (Junction West). The following section summarizes our conclusions and preliminary recommendations, in order to provide insight for the City to determine whether development of the WTCGS would strengthen the business case for the Junction West development.

Junction West Project and WTCGS Facility Program Comparison

Junction West Facility Program

As of November 12, 2019, the City released the Large Projects Update #18, which stated that the Junction West project would consist of three components:

- The GSCPC,
- A privately-operated hotel,
- With the potential for associated retail/residential.

The GSCPC proposed facility plan is for a 60,500 SF building, with 4 meeting rooms ranging from 250 SF to 3,500 SF, and one large 13,000 SF main hall. The main hall will function as both a ballroom and theatre space, using retractable seating technology.

WTCGS Preliminary Facility Program

Preliminary plans for the WTCGS call for a commercial tower with 50,000 SF of Class A office space, 60,000 SF of corporate apartments (40 units), a product launch area of 5,500 SF, World Trade Center offices including meeting rooms and a club sky bar and a parking garage for approximately 160 to 165 stalls.

Facility Comparisons

The following chart provides a comparison of the 2 proposed facility programs.

Potential Junction West & WTCGS Facility Comparison		
	GSCPC	WTCGS
	SF	SF
Main Hall	13,000	
Meeting Rooms	6,500	
Prefunction/Product Launch Space	11,500	5,500
WTC/GSCPC Office & Support	2,500	14,500
GSCPC Hospitality/WTC SkyBar	5,400	5,000
Retail/Support	1,600	Ground Floor Retail
Building Technology and Services	2,700	Building Tech & Services
Commercial Office Tower		50,000
Corporate Apartments		60,000
Parking	2 acres	65,000
Subtotal	43,200	200,000
Gross Up (40%)	17,300	TBD (incl loading docks)
Building Total	60,500	200,000
Capital Cost Estimate (Excl Land)	\$65 Million	\$65 Million
Proposed GSCPC Hotel		
Adjacent Hotel	150 rooms	\$22.5 - \$27 Million
Hotel Parking	100-150 stalls	\$4 - \$5 Million
Potential for shared space btwn 2 facility programs		

Source: GSCPC Business Plan (CBRE) & WTCGS Proponents

In reviewing the two facility programs, we offer the following observations relative to potential synergies and concerns

- **Meeting Rooms:**
 - Meeting / break out rooms in the GSCPC could also be utilized by the WTCGS for corporate meetings/trade missions, etc.
 - Three-in-six of the comparable WTCs interviewed offer seminar/meeting rooms and four-in-six have conference/exhibition space.
- **Product Launch Area:**
 - The downtown core does not currently have a facility of this nature, and outside the mining facilities, stakeholders have communicated this space would be unmatched in Sudbury. Stakeholders emphasized that this space would need to be very large, have the highest level of internet and AV capabilities, and be able to withstand heavy equipment and use. This space could be built with adjacencies to the GSCPC space and lends itself well to synergies in facility use.

- The proposed WTCGS facility's product launch space is designed to be able to house large mining equipment (i.e. a scoop tram) for live showcases and demonstrations. This in turn requires large loading docks with heavy load-bearing capabilities. This may pose a potential challenge due to the size of the site and current plans for the loading docks.
- Proponents would also need to work with sector associations, such as MineConnect, to ensure delegates also have the opportunity to see where these products are produced and tested where applicable.
- The product launch space could also be an opportunity for community involvement in showcasing local innovations (from the education or private sectors) within a space that is publicly accessible and inviting.
- **Office & Support:**
 - This is a potential synergy opportunity. Both programs require office support for GSCPC and WTC staff, which could be accommodated in one building. For example, the GSCPC sales and marketing offices could be located within the WTCGS office tower.
- **Hospitality Support / Food & Beverage / Retail:**
 - The GSPC in-house food & beverage services/catering staff could support any hospitality requirements of the WTCGS (ie. WTC SkyBar, meeting and social functions, etc).
 - Both programs call for some ground floor retail and/or coffee shop.
- **Building Technology & Services:**
 - Both programs will require building technology and services, maintenance staff, etc.
 - Potential cost savings from having one team to manage both facility programs.
- **Parking:**
 - The WTCGS has indicated that while the current plans call for approximately 160 - 165 parking spots, they are willing to work with the City on a mutually beneficial solution. In future feasibility work, this element will need further analysis.
 - This is a potential synergy opportunity, so long as there is sufficient parking for the GSCPC, WTCGS, and the potential private-sector hotel.
- **Proposed Hotel:**
 - Corporate/residential apartments could share amenities with a proposed hotel (i.e. fitness centre, pool, and restaurant/catering, etc.)

- **Site Size / Capacity:**
 - Consideration will need to be given to the site size, to determine if both programs can be accommodated on the site, and at what building height.
- **Commercial Office Tower:**
 - Without understanding the requirement for Class A office space in the downtown, it is difficult to determine what level of office demand may be warranted at the WTCGS.
 - Project proponents should undertake a market study to determine if there is a need and appetite for Class A office space in the downtown core. Discussions with local realtors suggest that new office space at a Class A level would need to yield \$25 to \$35 PSF net in market rents to be viable. The project would need to determine the level of demand warranted and do 30 to 50% in pre-leasing in order to take the risk out of the equation. Concerns were also expressed around putting public dollars towards an office complex which would compete with private-sector developers, who are currently striving to fill vacant space in Sudbury's downtown. At the same time, an iconic office building in downtown Sudbury may act as a catalyst to attract and retain corporate demand for office space.
 - Of the six comparable WTC's: three currently lease office space, two are located in WTC-branded buildings, and one is leasing but looking to invest in a branded building within a private sector development.
- **Corporate Housing:**
 - None of the comparable WTCs interviewed offer corporate apartments.
 - The WTCGS proponents propose to prelease any corporate apartments before construction begins.
 - A full feasibility study is recommended to determine demand for long-term leased corporate apartments and/or the appetite for residential rental apartments in this location.
 - It will be important to ensure that plans for WTCGS's corporate housing component do not conflict with plans for a proposed hotel on the Junction West site, by ensuring that the market is geared to long term rentals only.

Municipal Contribution and Support

Preliminary plans for the proposed WTCGS in the downtown core call for a 200,000 SF building, estimated at a capital cost of \$65 million (based on \$325 per SF), with the project proponents requesting municipal support of \$10 million, based on a contribution of \$1 million per annum over 10 years. Project proponents suggest that the form of repayment could be in the incremental property taxes generated by the new development over its first 10 years of operation.

- What are the capital cost implications of a potential joint development with the GSCPC and its implication on the municipal contribution for the WTCGS?

- Clarification on the size of the development that the proponents have based the \$1 million in incremental property taxes per annum on, and implications of a potential joint development with GSCPC. WTCGS has indicated require \$10 million in monetary support from the City (as opposed to tax relief, for example) in order to unlock provincial and federal funding. In return, the WTCGS would provide monetary repayment, however the WTCGS is willing to work with the City on what forms the funding and repayment take.
- In the case of WTC Winnipeg, the City provides the organization with office space at a discounted rate, and they also work with the City's Economic Development Committee and the Tourism Office. WTC Halifax works with the Halifax Chamber of Commerce to deliver its TAP program, and WTC Saskatoon is beginning to work with Western Economic Development Authority on promoting its super cluster and building relationships with Saskatoon's EDC and Chamber of Commerce.
- As an incentive to build in the downtown core, the City of Saskatoon offered a 5-year property tax abatement program, however, the incentive was not realized because they chose to build outside the downtown core.

WTCGS License and Member Benefits

- Project proponents have confirmed that the application for a WTC license for a Greater Sudbury location must be within a municipal boundary. In order to benefit all businesses interested in international trade within Northeastern Ontario or potentially Northern Ontario, businesses would be encouraged to become members of the WTCGS. There are economic and funding benefits to broadening the trade opportunities to a more regional level through memberships.
- Project proponents should clarify if the WTCA license can be used for both trade and investment initiatives, as well as assisting the GSCPC in soliciting meetings and conventions. If WTCGS and GSCPC were located in the same building, it would meet all 3 of WTCA's business streams – Commercial Real Estate, Trade and Conventions.
- Vancouver, Toronto, Edmonton, Winnipeg and Montreal all have WTC licenses attached to a Chamber of Commerce or Board of Trade. Consideration will need to be given to the potential role of the Sudbury Chamber of Commerce, as well as other organizations which are already doing trade and business investment in the proposed WTCGS concept.
- Member benefits at comparable WTCs ranged from access to a global network, international trade and market information, identification of business opportunities, business consultation services, local expertise, and facilitating introductions to access to private equity funds and office, real estate and convention and trade services.
- It will be imperative that the WTCGS has the support of Sudbury's mining sector first and foremost, as this sector will continue to benefit the most from international trade opportunities, before expanding to include other sectors such as:
 - Healthcare (including med-tech, rural healthcare, medical research)
 - Education,
 - Forestry,

- Environment (including research in reusing ore and re-greening of abandoned mines),
 - Advanced manufacturing (mining and industrial),
 - Innovation, Science & Technology,
 - Government,
 - Film, and
 - Tourism.
- In order to advance the project, further consultation will be required on the WTCGS program elements from all 5 sectors.

WTCGS Programming & Operational Considerations

From speaking with comparable WTCs in North America and Sudbury's local stakeholders, the programming and operational elements of a WTC are more important than the call for an iconic WTC building. The following is a summary of best practices relative to programs and operations from our comparable research:

- Trade services and education, such as the Trade Accelerator Program, are offered by all comparable WTCs and is a vital part of the model.
- All of the 6 comparable WTCs offer Trade Information and Market Research, with 5-in-6 providing Trade Education services and 4-in-6 offering Group Trade Missions.
- It is important to maintain strong coordination with Municipal/Provincial efforts.
- Leverage the WTCA network in conjunction with existing local/provincial/national networks.
- The WTC Buffalo Niagara has achieved success using a four-prong revenue approach: membership, events/sponsorship, programs and grants

GSCPC Market & Operating Projections

As part of the subject study, we revisited CBRE's 2018 market and operating projections for meetings and convention demand to the proposed Greater Sudbury Convention and Performance Centre, in order to determine if the addition of a WTC in Sudbury would strengthen the business case for the Junction West Project.

Based on CBRE's 2018 Business Plan, the GSPCC is projected to host between 14 to 16 Conventions, 2 to 4 Trade/Consumer Shows and 130 to 140 meetings, attracting 39,000 to 50,000 delegates per annum once the Convention Centre reaches its stabilized utilization.

ASSESSMENT OF PROPOSED WTCGS IMPACTS FOR JUNCTION WEST

JULY 10, 2020

GREATER SUDBURY CONVENTION AND PERFORMANCE CENTRE	
DEMAND PROJECTIONS	
MEETINGS & CONFERENCE EVENTS	Projected Events
Conventions	14 - 16
Trade Shows / Consumer Shows	2 - 4
Meetings	130 - 141
Social Banquets	20 - 30
Other	21 - 30
SUBTOTAL M&C EVENTS	188 - 221
LIVE PERFORMANCES	Projected Events
Touring Shows	20 - 24
Sudbury Symphony	10 - 11
Sudbury Theatre Centre	2 - 3
Convention-related / Private Events	2 - 4
Other Sudbury Produced Events	11 - 13
SUBTOTAL LIVE PERFORMANCES	45 - 55
TOTAL PROJECTED EVENTS	233 - 276
TOTAL PROJECTED EVENT DAYS	291 - 344
M&C Delegate Days	39,000-50,000
Performing Arts Centre Attendees	37,000-47,000
Total Attendance	76,000 - 97,000

Source: CBRE Tourism & Leisure Group

It is our understanding that the WTCGS plans to organize and host 5 new conferences each year that are not currently in the market, representing one conference per industry sector, and also increase the number of trade missions to the City.

Based on the research findings of comparable WTC operations and stakeholder interviews, it is not evident that the addition of the WTCGS would drive significant additional demand to the GSCPC. Through existing programs, the City has steadily increased the number of mining-related trade missions to Greater Sudbury from approximately 4 to 6 trade missions in 2008 to 10 to 12 trade missions in 2019. Through the consolidated efforts of the WTCGS, the City may benefit from a slight uptick in trade missions, however, the addition of the WTCGS in our opinion will not substantially alter our original projections of 14 to 16 Conventions, as the various economic sectors, including mining were considered as part of our meeting and convention projections and associated hotel room night demand. While the project proponents have plans to add 5 new annual conferences to Greater Sudbury, representing one from each of the sectors (Mining, Mining Technology & Innovation; Healthcare, Environmental, Tourism and Film and Education), this is seen as a long term initiative that will take organizational, marketing and financial support from numerous levels, including key champions of each of the sectors, member organizations, City of Greater Sudbury, the hospitality and tourism sector, and the GSCPC.

Conclusions

Based on CBRE's assessment of the proposed World Trade Center Greater Sudbury, and its impact on the Junction West Project, we offer the following conclusions:

- The WTCGS concept has strong potential synergies with the GSCPC from a physical and sustainable perspective, if the two venues are consolidated to some extent.
- There is a need for Class A office space in Downtown Sudbury, and offering that space could act as a catalyst for revitalizing the Downtown core; however, a market study would be required to ascertain the level of Class A office space warranted.
- A market study will be required to determine the level of corporate and residential apartments that can be supported in the downtown Sudbury market in order to verify the proposed facility program for the WTCGS. The units would be pre-leased prior to construction.
 - It is our understanding that the project proponents are only interested in providing residential units based on rental lease terms of 1+ years – either through corporations, or potentially for residents interested in living in downtown Sudbury. Ensuring that the corporate apartments for the subject WTCGS development are geared to long term rentals, will be key to differentiating between the type of clientele sought for the proposed Junction West hotel development versus the corporate apartment/residential rental market.
- A downtown parking study will be required to determine the amount of parking stalls required to support plans for the full development of the GSCPC, WTCGS, proposed hotel and Library and Art Gallery.
- When consulting stakeholders in future feasibility work, we suggest the WTCGS provide a clear business case regarding the competitive advantage of the WTC's facilities and member benefits, particularly with respect to inbound and outbound trade missions, to distinguish their offerings from other sector associations involved in international trade.
- Sudbury has a strong global presence in terms of mining, but more work needs to be done in terms of market-readiness for international trade opportunities in other local sectors, in order to make a stronger business case for the WTCGS concept.

Based on these study findings and in consultation with the City, a business plan would need to be developed specifically for a WTCGS project located within the Junction West development, outlining a full facility program, member benefits, capital plan, governance and operating plan.

APPENDIX A: LETTERS OF SUPPORT

APPENDIX A: LETTERS OF SUPPORT

WORLD TRADE CENTER
GREATER SUDBURY

LETTERS OF SUPPORT

Airco
BIA Downtown Sudbury
Center for Excellence in Mining Innovation
Communities in Bloom Ontario
Desjardins Group
France Gelinis (MPP Nickel Belt)
Greater Sudbury Chamber of Commerce
Joe Drago
Mark Browning (Beards, Tacos Tacos)
McEwen School of Architecture
MIRARCO
Northern Ontario Railroad Museum
RDH-Scharf
SRK Consulting
UA Local 800

BakerTilley
Cambrian College
Chief Paul Pederson
College Boreal
Dr. David Pearson (Living With Lakes)
Glencore
Dr. John Gunn
Laurentian University
Marc Serre (MP Nickel Belt)
Mike DiBrina
Northern Ontario Construction Association
Ontario Parks Association
Sandvik
Stuart Olson
Workforce Planning for Sudbury & Manitoulin

Bestech
Canadian Hardware Consultants
Canadian National Railway Co.
Covergalls
Foodland (Capreol / Garson)
Goodman School of Mines
Hatch
Manitoulin Transport
Mark Palumbo
Minecat
Northern Ontario School of Medicine
Paul Lefebvre (MP Sudbury)
SNOLAB
TPS Group of Companies
XPS

CBRE

APPENDIX A

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APPENDIX B: LOCAL STAKEHOLDER QUESTIONNAIRES

APPENDIX B: LOCAL STAKEHOLDER QUESTIONNAIRES

Assessment of Proposed WTCGS Impacts for Junction West Project
Questions for Local Stakeholders
Page 1



**ASSESSMENT OF PROPOSED WORLD TRADE CENTER GREATER SUDBURY IMPACTS FOR JUNCTION
WEST PROJECT
QUESTIONS FOR LOCAL STAKEHOLDERS
April 13, 2020**

- Please describe the business/organization that you represent.
- Based on your understanding of the proposed World Trade Center (WTC) development for Greater Sudbury, what motivated you to support it?
- What do you see as the primary benefits of having a WTC in the City of Greater Sudbury for the overall local economy?
- Would you anticipate being a tenant in the WTC GS space? If so, what would you need in terms of square footage?
- The Business Plan for the WTC GS calls for corporate furnished apartments. Is this a benefit you would use? Please explain why and how frequently you might use said apartment.
- The proposed WTC GS would also offer space for product launches. Is this a feature you would use? Please explain why and how frequently you might have product launches.
- Does your business/organization host meetings and conferences? Do you see the WTC GS being connected to the proposed Greater Sudbury Convention Centre and Performance Centre at Junction West as a benefit to you? Please describe.
- Through your business, are you familiar with any WTC tenants in other destinations? What have they cited as benefits?

**ASSESSMENT OF PROPOSED WORLD TRADE CENTER GREATER SUDBURY IMPACTS
FOR JUNCTION WEST PROJECT
Stakeholder Questionnaire
May 2020**

- Please describe the business/organization that you represent.
- Are you familiar with the Junction West Project and the feasibility work completed for the Greater Sudbury Convention and Performance Centre?
- Are you familiar with the World Trade Center concept and the World Trade Centers Association (WTCA)?
The World Trade Centers Association stimulates trade and investment opportunities for commercial property developers, economic development agencies, and international businesses looking to connect globally and prosper locally. The focus is specifically on to build on trade opportunities at an international level, with WTC facilities in 90 countries worldwide. The proponents of the WTC for Greater Sudbury are looking to develop a building that will offer office space for tenants, and will also provide trade services to members, along with product launch space for large trade show presentations.
- Based on your understanding of the WTCA, what economic sectors would you see benefitting from membership with the association in Greater Sudbury?
- Again, based on what you know about the WTCA, would your organization be interested in obtaining a membership or otherwise sponsoring a potential World Trade Center in Greater Sudbury?
- Do you see a need for more office space in the downtown core?
 - How much office space would you estimate is necessary?
 - Is more office space something that your organization might want to take advantage of?
- The proposed WTC GS would offer space for product launches. Is this a feature you would use, or see as a benefit to Greater Sudbury businesses?
- The Business Plan for the WT GS calls for corporate furnished apartments. Is this a benefit you would use or see other local businesses requiring?
- Does your business/organization host meetings and conferences? Do you see the WTC GS being connected to the proposed Greater Sudbury Convention Centre and Performance Centre at Junction West as a benefit to you? Please describe.
- Based on your understanding of the WTC for Greater Sudbury, do you see it as a development that would complement the Junction West Project?
- Are you familiar with any WTC licensees or tenants in other destinations? What have they cited as benefits of joining the WTCA?

ADDENDUM A: ASSUMPTIONS & LIMITING CONDITIONS

ASSUMPTIONS AND LIMITING CONDITIONS

1. CBRE Limited, through its appraiser (collectively, "CBRE") has inspected through reasonable observation the subject property. However, it is not possible or reasonably practicable to personally inspect conditions beneath the soil and the entire interior and exterior of the improvements on the subject property. Therefore, no representation is made as to such matters.
2. The report, including its conclusions and any portion of such report (the "Report"), is as of the date set forth in the letter of transmittal and based upon the information, market, economic, and property conditions and projected levels of operation existing as of such date. The dollar amount of any conclusion as to value in the Report is based upon the purchasing power of the Canadian Dollar on such date. The Report is subject to change as a result of fluctuations in any of the foregoing. CBRE has no obligation to revise the Report to reflect any such fluctuations or other events or conditions which occur subsequent to such date.
3. Unless otherwise expressly noted in the Report, CBRE has assumed that:
 - (i) Title to the subject property is clear and marketable and that there are no recorded or unrecorded matters or exceptions to title that would adversely affect marketability or value. CBRE has not examined title records (including without limitation liens, encumbrances, easements, deed restrictions, and other conditions that may affect the title or use of the subject property) and makes no representations regarding title or its limitations on the use of the subject property. Insurance against financial loss that may arise out of defects in title should be sought from a qualified title insurance company.
 - (ii) Existing improvements on the subject property conform to applicable local, provincial, and national federal building codes and ordinances, are structurally sound and seismically safe, and have been built and repaired in a workmanlike manner according to standard practices; all building systems (mechanical/electrical, HVAC, elevator, plumbing, etc.) are in good working order with no major deferred maintenance or repair required; and the roof and exterior are in good condition and free from intrusion by the elements. CBRE has not retained independent structural, mechanical, electrical, or civil engineers in connection with this appraisal and, therefore, makes no representations relative to the condition of improvements. CBRE appraisers are not engineers and are not qualified to judge matters of an engineering nature, and furthermore structural problems or building system problems may not be visible. It is expressly assumed that any purchaser would, as a precondition to closing a sale, obtain a satisfactory engineering report relative to the structural integrity of the property and the integrity of building systems.
 - (iii) Any proposed improvements, on or off-site, as well as any alterations or repairs considered will be completed in a workmanlike manner according to standard practices.
 - (iv) Hazardous materials are not present on the subject property. CBRE is not qualified to detect such substances. The presence of substances such as asbestos, urea formaldehyde foam insulation, contaminated groundwater, mold, or other potentially hazardous materials may affect the value of the property.
 - (v) No mineral deposit or subsurface rights of value exist with respect to the subject property, whether gas, liquid, or solid, and no air or development rights of value may be transferred. CBRE has not considered any rights associated with extraction or exploration of any resources, unless otherwise expressly noted in the Report.
 - (vi) There are no contemplated public initiatives, governmental development controls, rent controls, or changes in the present zoning ordinances or regulations governing use, density, or shape that would significantly affect the value of the subject property.
 - (vii) All required licenses, certificates of occupancy, consents, or other legislative or administrative authority from any local, provincial, nor national government or private entity or organization have been or can be readily obtained or renewed for any use on which the Report is based.

- (viii) The subject property is managed and operated in a prudent and competent manner, neither inefficiently nor super-efficiently.
- (ix) The subject property and its use, management, and operation are in full compliance with all applicable federal, provincial, and local regulations, laws, and restrictions, including without limitation environmental laws, seismic hazards, flight patterns, decibel levels/noise envelopes, fire hazards, hillside ordinances, density, allowable uses, building codes, permits, and licenses.
- (x) The subject property is in full compliance with the Disabilities Act of the province. CBRE is not qualified to assess the subject property's compliance with the Province's Disabilities Act, notwithstanding any discussion of possible readily achievable barrier removal construction items in the Report.
- (xi) All information regarding the areas and dimensions of the subject property furnished to CBRE are correct, and no encroachments exist. CBRE has neither undertaken any survey of the boundaries of the subject property nor reviewed or confirmed the accuracy of any legal description of the subject property.

Unless otherwise expressly noted in the Report, no issues regarding the foregoing were brought to CBRE's attention, and CBRE has no knowledge of any such facts affecting the subject property. If any information inconsistent with any of the foregoing assumptions is discovered, such information could have a substantial negative impact on the Report. Accordingly, if any such information is subsequently made known to CBRE, CBRE reserves the right to amend the Report, which may include the conclusions of the Report. CBRE assumes no responsibility for any conditions regarding the foregoing, or for any expertise or knowledge required to discover them. Any user of the Report is urged to retain an expert in the applicable field(s) for information regarding such conditions.

- 4. CBRE has assumed that all documents, data and information furnished by or behalf of the client, property owner, or owner's representative are accurate and correct, unless otherwise expressly noted in the Report. Such data and information include, without limitation, numerical street addresses, lot and block numbers, Assessor's Parcel Numbers, land dimensions, square footage area of the land, dimensions of the improvements, gross building areas, net rentable areas, usable areas, unit count, room count, rent schedules, income data, historical operating expenses, budgets, and related data. Any error in any of the above could have a substantial impact on the Report. Accordingly, if any such errors are subsequently made known to CBRE, CBRE reserves the right to amend the Report, which may include the conclusions of the Report. The client and intended user should carefully review all assumptions, data, relevant calculations, and conclusions of the Report and should immediately notify CBRE of any questions or errors within 30 days after the date of delivery of the Report.
- 5. CBRE assumes no responsibility (including any obligation to procure the same) for any documents, data or information not provided to CBRE, including without limitation any termite inspection, survey or occupancy permit.
- 6. All furnishings, equipment and business operations have been disregarded with only real property being considered in the Report, except as otherwise expressly stated and typically considered part of real property.
- 7. Any cash flows included in the analysis are forecasts of estimated future operating characteristics based upon the information and assumptions contained within the Report. Any projections of income, expenses and economic conditions utilized in the Report, including such cash flows, should be considered as only estimates of the expectations of future income and expenses as of the date of the Report and not predictions of the future. Actual results are affected by a number of factors outside the control of CBRE, including without limitation fluctuating economic, market, and property conditions. Actual results may ultimately differ from these projections, and CBRE does not warrant any such projections.
- 8. The Report contains professional opinions and is expressly not intended to serve as any warranty, assurance or guarantee of any particular value of the subject property. Other appraisers may reach different conclusions as to the value of the subject property. Furthermore, market value is highly related to exposure time, promotion effort, terms, motivation, and conclusions surrounding the offering of the subject property. The Report is for the sole purpose of providing the intended user with CBRE's

independent professional opinion of the value of the subject property as of the date of the Report. Accordingly, CBRE shall not be liable for any losses that arise from any investment or lending decisions based upon the Report that the client, intended user, or any buyer, seller, investor, or lending institution may undertake related to the subject property, and CBRE has not been compensated to assume any of these risks. Nothing contained in the Report shall be construed as any direct or indirect recommendation of CBRE to buy, sell, hold, or finance the subject property.

9. No opinion is expressed on matters which may require legal expertise or specialized investigation or knowledge beyond that customarily employed by real estate appraisers. Any user of the Report is advised to retain experts in areas that fall outside the scope of the real estate appraisal profession for such matters.
10. CBRE assumes no responsibility for any costs or consequences arising due to the need, or the lack of need, for flood hazard insurance.
11. Acceptance or use of the Report constitutes full acceptance of these Assumptions and Limiting Conditions and any special assumptions set forth in the Report. It is the responsibility of the user of the Report to read in full, comprehend and thus become aware of all such assumptions and limiting conditions. CBRE assumes no responsibility for any situation arising out of the user's failure to become familiar with and understand the same.
12. The Report applies to the property as a whole only, and any pro ration or division of the title into fractional interests will invalidate such conclusions, unless the Report expressly assumes such pro ration or division of interests.
13. The allocations of the total value estimate in the Report between land and improvements apply only to the existing use of the subject property. The allocations of values for each of the land and improvements are not intended to be used with any other property or appraisal and are not valid for any such use.
14. The maps, plats, sketches, graphs, photographs, and exhibits included in this Report are for illustration purposes only and shall be utilized only to assist in visualizing matters discussed in the Report. No such items shall be removed, reproduced, or used apart from the Report.
15. The Report shall not be duplicated or provided to any unintended users in whole or in part without the written consent of CBRE, which consent CBRE may withhold in its sole discretion. Exempt from this restriction is duplication for the internal use of the intended user and its attorneys, accountants, or advisors for the sole benefit of the intended user. Also exempt from this restriction is transmission of the Report pursuant to any requirement of any court, governmental authority, or regulatory agency having jurisdiction over the intended user, provided that the Report and its contents shall not be published, in whole or in part, in any public document without the written consent of CBRE, which consent CBRE may withhold in its sole discretion. Finally, the Report shall not be made available to the public or otherwise used in any offering of the property or any security, as defined by applicable law. Any unintended user who may possess the Report is advised that it shall not rely upon the Report or its conclusions and that it should rely on its own appraisers, advisors and other consultants for any decision in connection with the subject property. CBRE shall have no liability or responsibility to any such unintended user.

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THE WORLD TRADE CENTER GREATER SUDBURY

Response Report to Accompany
the CBRE Report to Council

Opening Remark

The World Trade Center Greater Sudbury (WTCGS) would like to thank CBRE for its research efforts and for composing a report that, in the opinion of the World Trade Center Greater Sudbury, further validates the case for the establishment of a World Trade Center in Greater Sudbury in conjunction with the proposed Greater Sudbury Convention and Performance Centre (GSCPC). Below, the WTCGS has summarized several talking points from the report that it would like to emphasize.

Development at No Cost to the Taxpayer

The WTCGS is an opportunity that will not cost the local tax payer. It is a net-neutral model. The commitment of the City of Greater Sudbury will help to unlock additional funding opportunities from upper levels of government as well as investment from the private sector. A commitment to support the WTCGS is an investment in the businesses and people of Greater Sudbury and will show the confidence of council to grow this city. The World Trade Center Greater Sudbury will generate revenue, \$1 million per year, create new jobs and attract international business and recognition for the City of Greater Sudbury.

The World Trade Center Greater Sudbury is requesting \$1 million / year for ten years. This investment will be repaid to the city through the collection of property tax. Once the initial investment has been repaid, the annual property tax will become a revenue stream for the City of Greater Sudbury.

As a value added, the World Trade Center Greater Sudbury, as a not-for-profit entity, will be re-investing any profits into supporting the growth of the five priority sectors it has identified.

The WTCGS Model

The WTCGS understands that there was some concern expressed in the report by CBRE regarding the operating model proposed for a World Trade Center (WTC) in Greater Sudbury. This operating model follows World Trade Center guidelines and was approved by the World Trade Centers Association (WTCA) board of directors when it granted the option to Greater Sudbury.

World Trade Centers are as unique as the cities in which they are established. When an organization joins the World Trade Centers Association, it does not become a franchise but rather, it receives a license. As a result, no two World Trade Centers are the same. Each WTC is granted the ability to operate within the guidelines of the WTCA to best serve the needs of its community.

Residential Space (Corporate Apartments)

The incorporation of a residential component is not a new concept to a World Trade Center operation. There are a number of World Trade Center's that have incorporated residential units into its operating model. Amsterdam has one of the most successful residential models offering more than 650 units and expects that number to climb as high as 8,400 by the year 2040.

The WTCGS is proposing a much more modest residential offering in the range of 20-60 units. To clarify, the corporate apartments are simply apartments. They will operate on lease agreements and will not compete with hotel offerings on the site. The units will be pre-leased prior to construction.

This component aligns directly with the City of Greater Sudbury's strategic plan, *From the Ground Up* as well as the *Sudbury Downtown Master Plan*. The WTCGS will help address a priority that was identified by the City of Greater Sudbury. The City of Greater Sudbury has asked for the development of residential space in the downtown core.

According to the Downtown Master Plan, "people living downtown bring life to its streets and shops, creating activity and buzz. This level of activity makes people feel that the Downtown is a safe place to be. However, with only 600 people living in Greater Sudbury's Downtown, the local residential population is under-represented and insufficient to generate an urban buzz. Downtown Sudbury has the opportunity to become a new residential destination through intensification."

The incorporation of the residential component in the proposed WTCGS site is located adjacent to the Elgin Street corridor. The completion of the Elgin Street Greenway will provide residents with a direct route to Bell Park and the shores of Lake Ramsey.

Commercial Office Space

The offering of Class A commercial office space within the WTCGS will help the City of Greater Sudbury to attract new businesses and amenities to the community. The majority of vacancies appear to reside in the Class B and C level offerings.

While there may be local entities who wish to relocate to the WTCGS, the World Trade Center Greater Sudbury will also be seeking opportunities to recruit international businesses to take up residency as they look to establish themselves. The WTCGS will also be pursuing several public sector opportunities such as a passport office, Export Development Canada offices and a Consul Corps office to name a few.

The WTCGS would agree with CBRE that "the addition of an iconic WTC building offering Class A office space in the downtown market together with additional parking, could be the catalyst to maintain and attract additional office commercial activity in the downtown core."

Launch Area

The ability to launch a new product in a state-of-the-art center and have the event broadcast through World Trade Center networks would grant Greater Sudbury businesses an incredible opportunity to prosper locally and connect globally. The launch of new, innovative products could be shared through an extensive World Trade Center network comprising 750,000 businesses connected through 325 World Trade Centers located in 91 countries.

While there are spaces locally that could host product launches, many of them have their limitations. The proposed launch space at the WTCGS would be capable of supporting products of any size including full size mining vehicles. The space would also be an incredible compliment for the Greater Sudbury Convention and Performance Center (GSCPC) for industry who would like to display product when the convention floor is otherwise occupied.

Greater Sudbury is home to a number of world-class technology incubators and innovative companies. The World Trade Center Greater Sudbury's launch area will provide them with an unmatched opportunity to market and commercialize their products on the world stage.

Trade Missions

Currently, the City of Greater Sudbury averages close to twelve trade missions annually. In order to grow business, the number of trade missions conducted needs to increase. By representing the five priority sectors, the WTCGS has the opportunity to increase that number by upwards of 100% through WTCA trade channels.

The World Trade Center Greater Sudbury will work collectively with local organizations to enhance existing trade missions and to attract additional missions to the City of Greater Sudbury. The World Trade Center has the capability to help attract C-Suite executives and dignitaries which could result in new opportunities for the City of Greater Sudbury, similar to when the Governor of Nevada, Brian Sandoval, visited Canada as part of a trade mission, hosted by WTCs across Canada.

Lastly, the World Trade Center Greater Sudbury will also facilitate outgoing trade missions in an effort to connect local companies and dignitaries to new opportunities all across the globe. Through the World Trade Center network, the WTCGS will have knowledge of active trade missions that are of strategic importance to the City of Greater Sudbury and its businesses.

Memberships

The World Trade Center Greater Sudbury will have a membership structure and understands that most companies and business individuals will hold multiple memberships if it provides them with value and a competitive advantage. While the WTCGS' membership offerings are competitive with other memberships from a cost perspective, they will be quite unique from a benefits perspective.

Growth Potential

The model for the World Trade Center Greater Sudbury was developed with consultation from several of Greater Sudbury's guiding documents such as the *Downtown Master Plan*, *From the Ground Up 2015-2025* and the *City of Greater Sudbury Strategic Plan 2019-2027* in mind. In doing so, the WTCGS could ensure that the WTCA was approving an option on a business plan that was looking to address several of the city's strategic goals. The WTCGS's mandate is to work collaboratively with all of the City of Greater Sudbury's priority sector to grow opportunities, attract new investment and further diversify the local economy. The World Trade Center Sudbury is committed to helping the City of Greater Sudbury achieve its Everest Goal of 10,000 new net jobs by 2025, especially under current conditions.

The World Trade Center Greater Sudbury understands that the mining and mining supply sector is a vital piece to the local economy and will work collectively with businesses and organizations that occupy that space. The WTCGS has held a number of conversations with strategic mining partners and that commitment to work collectively with the mining sector is reflected strongly in the letters of support that have been provided.

There is also an incredible amount of growth potential that exists within the other priority sectors that could result in significant gains for the City of Greater Sudbury. These sectors are Healthcare, Environmental Rehabilitation, Tourism and Film and Education, to start. Only through the promotion of all of the local sectors will Greater Sudbury realize its true potential. Integrating Greater Sudbury into a well established global network, like the World Trade Centers Association, will facilitate that objective. The World Trade Center Greater Sudbury will be a game changer for the city.

CBRE determined that only 9% of visitors frequenting Greater Sudbury are travelling for business purposes. It should also be noted that 95% of all out of town visitation is from Ontario, meaning that most business conducted in Greater Sudbury is inter-provincial. There is an incredible opportunity through the establishment of a World Trade Center to significantly enhance Greater Sudbury's national, and international profile. This will help attract new opportunities, bring new visitors increasing tourist spending and investment.

Synergies with the Greater Sudbury Convention and Performance Center (GSCPC)

The World Trade Center Greater Sudbury was approached by the City of Sudbury to partner with the GSCPC. The WTCGS is open to pursuing a partnership with the GSCPC. There are a number of key synergies identified in the report that are mutually beneficial to both the WTCGS and the City of Greater Sudbury with regard to physical infrastructure such as parking and office space, operational costs and shared services. The co-existence of the two entities will provide the opportunity for greater collaboration.

According to the CBRE report, the GSCPC was expected to host between 14-16 events on an annual basis prior to the study with the WTCGS. The World Trade Center will be hosting five signature events on an annual basis that would require the use of the GSCPC. The addition of those events would account for a 30% increase in convention revenues. There is also the potential to host special, one-off events such as the World Trade Centers Association AGM that would require the use of the GSCPC.

Lastly, the WTCGS would be able to seek out strategic partnerships that would drive additional activity to the GSCPC, and the City of Greater Sudbury as a whole. The WTCGS will be looking to foster strategic partnerships such as the MOU developed between the WTC Las Vegas and the WTC Saskatoon where the two entities will co-market under the WTC brand creating access to key trade information, market research and facilitating business trade opportunities.

Why Establish a WTC in Sudbury?

Proven Model

Although each World Trade Center is unique to its community, the model is successful. The World Trade Centers Association has been in existence for more than 75 years and there are now over 320 World Trade Centers across the globe. Each World Trade Center is governed by a strict set of operating principles that it must adhere to. Investing in the establishment of a World Trade Center is an investment in growing the economy and participating in an integrated business community focused on international trade.

Job Creation

While the World Trade Center Greater Sudbury anticipates the creation of 20 direct jobs and 160 temporary construction jobs, there exists incredible growth potential for local small and medium enterprises (SMEs). The World Trade Center Greater Sudbury wants to assist with the creation of good-paying jobs for the citizens of Greater Sudbury.

SMEs are vastly under-represented in global markets. The share of SMEs engaged in international trade is typically under 10 percent, underscoring the importance of trade-related support services, like those that would be offered by a local World Trade Center.

A World Trade Center provide a means for SMEs to enter the international marketplace and to grow beyond the city limits where they are located, ultimately unlocking their potential and making them an economic force multiplier for the cities in which they reside.

According to From the Ground Up, there are over 8,000 SMEs operating in Greater Sudbury. If roughly 10% are engaged in international trade, there are more than 7,000 local businesses that could benefit from the establishment of a World Trade Center, which could assist them in expanding their business through exposure to international markets.

Attract New Investment and Growth Opportunities

Cities invested in international trade, on average, draw Foreign Direct Investment, at twice the rate of the national average and export goods at 1.55 times the national level, per capita. These cities are also associated with a 1.5% higher workforce participation. World Trade Centers become an important piece of a city's economic ecosystem and play a vital role in connecting local businesses and investors to global opportunities. By leveraging the WTCA network, local World Trade Centers work to integrate their home cities into the international marketplace. As a result, this process has a profound effect on establishing the building blocks of a strong and resilient economy, namely Foreign Direct Investment, export and job creation.

According to the WTCA, for every 1,000 passengers transitioning through an airport, one can expect a USD \$7.3 million increase to local GDP as well as a USD \$30,000 increase in FDI inflow. If only 5% of Greater Sudbury's visitation is from out of province, there is a significant growth opportunity by encouraging greater visitation from both national and international audiences.

Return on Investment for the City of Greater Sudbury

The World Trade Center Greater Sudbury will be a revenue generator for the City of Greater Sudbury which can be used to offset the operating costs of the Greater Sudbury Convention and Performance Center through the collection of property tax. An investment from the City of Greater Sudbury will also help to unlock capital funding from upper levels of government and investment from the private sector.

A partnership between the WTCGS and the GSCPC will also result in a number of potential cost saving opportunities which include capital infrastructure as well as operational costs.

Joint marketing ventures with the WTCGS will help drive additional traffic to GSCPC events and significantly enhance the facilities marketing reach with regard to event and convention audiences.

Greater Sudbury is a Viable Option

Despite some concerns that the City of Greater Sudbury is too small to support a WTC, The World Trade Centers Association sees value in establishing a WTC in Greater Sudbury. It has expressed its intent through the approval of an option for the WTCGS in the spring of 2019.

As reflected in *From the Ground Up*, “Greater Sudbury is seen as a community that is large enough to support projects of scale yet small enough to provide a ‘local feel’ and a high quality of life.” One of the main challenges identified during the creation of the report was that international companies see little difference between Greater Sudbury and other northern Ontario locations, making it difficult to attract them to the city. CBRE agrees that the WTCGS proposal would greatly differentiate Greater Sudbury and set it apart. The World Trade Centers Association is ready to bring the world to Greater Sudbury. It is now up to council to bring Greater Sudbury to the world.

Finance and Administration Committee Resolutions



Moved By *Jan Gurni* No. FA2020-06
Seconded By *R. Jakubo* Date Tuesday, February 11, 2020

THAT as part of the development of the Junction West project (Convention and Performance Centre), the City of Greater Sudbury directs staff to undertake additional due diligence regarding the World Trade Center Greater Sudbury proposal to:

1. Learn about the role the municipal government has played in the creation and/or operation of World Trade Center locations in other Canadian cities;
2. Prepare a Concept Development and Local Market Analysis with support provided by CBRE on a single-source basis in order to leverage the work the firm has done on Greater Sudbury's conference market for the Junction West project, at a cost not to exceed \$35,000, to further build Council's understanding of the World Trade Center Greater Sudbury Business Proposal as presented at the February 11, 2020 meeting of the Finance and Administration Committee; and

THAT the results of this analysis are presented to Council through the Finance & Administration Committee by Q3 of 2020.

to be funded from the GSDC budget or the Economic Development budget,

Tuesday, February 11, 2020
R. Jakubo
Councillor Jakubo, Chair
*Committee Resolutions are not ratified
until approved by City Council.*

For Information Only

Budget Preparation Methodology

Presented To: Finance and
Administration
Committee

Presented: Tuesday, Sep 15, 2020

Report Date Monday, Aug 31, 2020

Type: Managers' Reports

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters.

Report Summary

A staff report was requested to address the 2021 Budget Preparation Methodology deferred motion and provide additional information. The purpose of this report is to provide clarifying information and sources.

Financial Implications

There are no financial implications associated with this report.

Signed By

Report Prepared By

Steve Facey
Manager of Financial Planning &
Budgeting
Digitally Signed Aug 31, 20

Division Review

Ed Stankiewicz
Executive Director of Finance, Assets
and Fleet
Digitally Signed Aug 31, 20

Financial Implications

Steve Facey
Manager of Financial Planning &
Budgeting
Digitally Signed Aug 31, 20

Recommended by the Department

Kevin Fowke
General Manager of Corporate
Services
Digitally Signed Sep 1, 20

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Sep 1, 20

BACKGROUND

A draft motion regarding 2021 budget preparation was presented at the July 7, 2020 Finance & Administration Committee meeting. This motion was deferred to the September 15, 2020 Finance & Administration Committee meeting. Staff was requested to provide a report addressing the information provided as part of the draft motion's preamble and provide additional information. This report responds to Council's request.

ANALYSIS

There have been opinions expressed regarding the process used for developing the corporation's annual budget. The current process began with the development of the 2017 Budget following consultation with individual councillors and after incorporating process changes that reflect contemporary municipal budgeting practices. Feedback from councillors following each approved budget is also a source for continuous improvements that are typically reflected in the next year's budget process and publication. The corporation's budget consistently meets the criteria for receiving the Government Finance Officers of North America's "Distinguished Budget Presentation" award.

Data Clarification

The draft motion, as presented, is attached as Appendix A. Staff and several councillors noted inconsistencies between the data cited in the draft motion and official sources for the same data. For context, following Council's request, staff reviewed the official source data and prepared this report.

Nothing in this report should be viewed as staff debating the draft motion's intent or its direction. This report provides the information Council requested to clarify the information provided in the draft motion's preamble.

The draft motion presented at the July 7, Finance & Administration Committee meeting includes references to a variety of data. Staff provide the following comments based on its review of official source data:

Cost of Living

The draft motion states: "WHEREAS cost of living over the last six (6) years from 2014 to 2020 has risen by 9%"

Staff note that "Cost of living" is an expression typically associated with changes in the level of consumer prices. According to the Bank of Canada's Inflation Calculator, between 2014 – 2020 inflation increased 9%. For further context, household incomes over the last three years in Greater Sudbury increased by 12% (source: Conference Board Of Canada, Winter 2020 Outlook). In 2018, Sudbury was ranked as the second most affordable city in Ontario (<https://www.sudbury.com/local-news/sudbury-ranks-second-most-affordable-place-to-live-in-ontario-zoocasa-930103>).

Population Changes

The draft motion states, "WHEREAS the population of Greater Sudbury has seen a 2% decline over six (6) years"

Staff note that the May Labour Force Survey (2014-2020) indicates Sudbury is realizing a 1% increase in population. This has been confirmed by the Conference Board of Canada.

Income Levels

The draft motion states, “WHEREAS the demographics are rapidly shifting from high income earners to fixed income or income tied to cost of living”

Staff note several elements of this statement are difficult to support with data. For the city as a whole, Greater Sudbury's income per capita is higher than the provincial average. In 2019, the income per capita in Ontario was \$49,916 whereas Sudbury was \$52,063 (Conference Board of Canada). Whether demographic shifts are occurring “rapidly” or whether a substantive change in a persons’ income occurs when transitioning to a pension requires subjective judgments.

The draft motion states, “WHEREAS the 2016 Statistics Canada Census determined that 54% of Greater Sudbury earners are earning less than the Canadian poverty line”

Staff note that Statistics Canada defines low income cut-offs (“LICOs”) as income thresholds below which a family will likely devote a larger share of its income on the necessities of food, shelter and clothing than the average family. The approach is essentially to estimate an income threshold at which families are expected to spend 20% more than the average family on food, shelter and clothing.

The 2016 Census indicates the prevalence of low income based on the Low-Income Cutoff, after Tax for Greater Sudbury is 6.9% compared to 9.8% for Ontario.

The draft motion states, “WHEREAS household debt to income ratios have reached 176%”

Staff note that Canada’s debt-to-income ratio is 177.1% (<https://www.cbc.ca/news/business/debt-to-income-ratio-second-quarter-1.5282226#:~:text=The%20debt%2Dto%2Dincome%20ratio,cent%20to%20177.1%20per%20cent>). A Sudbury-specific data point is unavailable.

Municipal Property Tax

The draft motion states, “WHEREAS Property Taxes over six (6) years have increased by 26%”

Staff note that based on Council-approved tax levy increases from 2015 to 2020, the compounding effect is approximately 20.37%. The tax increases for 2015-2020 were 0%, 3.9%, 3.6%, 3.0%, 3.6% and 4.8% respectively.

The draft motion states, “WHEREAS Greater Sudbury over six (6) years has increased by 23%”

Staff are unsure of the intended meaning of this statement.

The draft motion states, “WHEREAS Greater Sudbury cost impact on City residents has increased by more than 27% over the last six (6) years”

Staff are unsure of the intended meaning of this statement. If it is referring to changes in gross municipal expenditures, these increased by 20.5% over the last six years. However, it is important to note that both the service mix and approved service levels changed over this period. For example, the 2020 Budget included a large increase in expenditures as a result of the incorporation of the Greater Sudbury Housing Corporation. So while gross expenditures increased to reflect these services, so did offsetting municipal revenues.

Municipal Revenue

The draft motion states, “WHEREAS Property Taxes constitute 50% of Greater Sudbury spending”

Staff note that, as reported in the 2020 Budget, property taxes fund approximately 47% of the corporation’s expenditures.

The draft motion states, “WHEREAS User Fees constitute 22% of Greater Sudbury spending”

Staff note that this figure includes the corporation’s water and wastewater services, which are 100% user-pay, non-tax supported services. Excluding water and wastewater services, User Fees constitute approximately 11% of Greater Sudbury revenues.

The draft motion states, “WHEREAS Greater Sudbury has been becoming increasingly reliant on debt financing”

Staff note that this statement can be supported with data. The corporation modified its debt policy so that it could borrow funds that required up to 10% of annual revenue to repay them. However, this remains well below the provincially-authorized municipal limit, which is 25% of annual revenue.

For further context, since 2015 City Council determined it was appropriate to repair or replace aging infrastructure at a faster rate than previous Councils. With relatively low reserve levels and property taxes that are among the lowest in the province among cities that serve similar-sized populations, debt financing is a legitimate source of funds City Council can use to address this strategic priority.

The draft motion states, “WHEREAS debt financing imposes another layer of cost on the Greater Sudbury population”

Staff note that this statement can be supported with data, although whether the statement’s implication that debt financing is an *additional* cost is less clear. For example, in exchange for having new or renewed assets available for use in the community, the corporation pays interest on the borrowed funds.

Fortunately, staff secured the lowest-available interest rate in the history of Canadian municipal borrowing when it secured funds for a 30-year term at a rate of 2.42%. So the relative cost of borrowing is not as significant as it was thought to be when Council approved the use of debt to finance infrastructure work. Similarly, the cost avoidance associated with having renewed or new assets that don’t incur emergency repair or maintenance costs like the assets they replace may actually reduce the corporation’s net costs.

The 2001 Municipal Amalgamation

The draft motion states, “WHEREAS cost reductions promised by amalgamation have not materialized” and, “WHEREAS fewer employees promised by amalgamation have actually increased by 4% and the associated cost has increased by 21%”

Staff are unsure of the intended meaning of these statements. Over the last 20 years, staffing levels changed as municipal services changed. Significant changes occurred during this time that affected staffing levels, such as the ones resulting from the transfer of provincial services and related costs to municipalities. Various staff reports at the time fully described their impacts. Other changes in the corporation’s approved staff complement result from Council approvals. All staffing changes are fully disclosed in the annual budget.

Zero-Based Budgeting

The draft motion states, “WHEREAS traditional budget preparation techniques have not provided opportunities to allow Greater Sudbury to keep spending more closely aligned with public ability to fund that spending”

Staff note that while this statement refers to “affordability”, which is a concept that requires judgment, several data sources are available to suggest local property taxes are among the most affordable in the province. The corporation’s budget includes extensive public consultation, a four-week public review and comment period, and thorough deliberations by City Council before they are approved.

The draft motion states, “WHEREAS there are other budget preparation techniques that readily allow preparation of Zero-Based Budget (ZBB) preparation; and WHEREAS the application of ZBB has resulted in many corporations and an increasing number of municipalities to become more efficient and more cost effective”

Staff note that these statements refer to a specific budgeting method. The corporation’s budget currently emphasizes Council’s desired service levels, and follows directions Council provides at the start of the budget development process.

A 2018 Deloitte study indicated the rate of ZBB use is low. The study also noted ZBB use is declining and that, globally, 10% of survey respondents planned to use ZBB over the next 24 months. Further, it noted that 58% of respondents using ZBB did not meet their cost targets. The study notes several possible factors that could influence that result, which might also apply to companies that don’t use ZBB.

References

Deloitte Study – “Zero-Based Budgeting Usage and Trends”

(<https://www2.deloitte.com/us/en/pages/operations/articles/zero-based-budgeting.html>)

2020 Budget Process Evaluation -

<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=6&id=1558>

Long-term Financial Plan (2017)

<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=1&id=1126>

Appendix A – Motion to Define 2021 Budget Preparation Methodology

Motion to Define 2021 Budget Preparation Methodology

As presented by Councillor Vagnini:

WHEREAS cost of living over the last six (6) years from 2014 to 2020 has risen by 9%; and

WHEREAS the population of Greater Sudbury has seen a 2% decline over six (6) years; and

WHEREAS the demographics are rapidly shifting from high income earners to fixed income or income tied to cost of living; and

WHEREAS the 2016 Statistics Canada Census determined that 54% of Greater Sudbury earners are earning less than the Canadian poverty line; and

WHEREAS Property Taxes over six (6) years have increased by 26%; and

WHEREAS Greater Sudbury over six (6) years has increased by 23%; and

WHEREAS Greater Sudbury cost impact on City residents has increased by more than 27% over the last six (6) years; and

WHEREAS Property Taxes constitute 50% of Greater Sudbury spending; and

WHEREAS User Fees constitute 22% of Greater Sudbury spending; and

WHEREAS cost reductions promised by amalgamation have not materialized; and

WHEREAS fewer employees promised by amalgamation have actually increased by 4% and the associated cost has increased by 21%; and

WHEREAS household debt to income ratios have reached 176%; and

WHEREAS traditional budget preparation techniques have not provided opportunities to allow Greater Sudbury to keep spending more closely aligned with public ability to fund that spending; and

WHEREAS Greater Sudbury has been becoming increasingly reliant on debt financing; and

WHEREAS debt financing imposes another layer of cost on the Greater Sudbury population; and

WHEREAS there are other budget preparation techniques that readily allow preparation of Zero-Based Budget (ZBB) preparation; and

WHEREAS the application of ZBB has resulted in many corporations and an increasing number of municipalities to become more efficient and more cost effective;

THEREFORE BE IT RESOLVED that City staff is hereby directed to prepare a two page report for next Council Meeting on the resources and time requirements to replace the traditional budget preparation process with a ZBB process for the 2021 Budget Year.

For Information Only

Healthy Community Initiative Fund 2020 Semi-Annual Report

Presented To: Finance and
Administration
Committee

Presented: Tuesday, Sep 15, 2020

Report Date Thursday, Aug 20, 2020

Type: Correspondence for
Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's Strategic Plan with respect to the goal: Create a Healthier Community, as it aligns with the Population Health Priorities of Building Resiliency, Investing in Families, Creating Play Opportunities, Promoting Mental Health Awareness, Achieving Compassionate City Designation and Implementing an Age-Friendly Strategy. The Healthy Community Initiative funds support community-based projects and initiatives that are affordable and promote inclusiveness for the benefit of citizens.

Report Summary

In accordance with By-law 2018-129, this semi-annual report informs Council of the financial particulars of each Ward's Healthy Community Initiative Fund allocation for the period of January 1, 2020 to June 30, 2020.

Financial Implications

This report is prepared in accordance with By-law 2018-129. There is no financial impact as the amounts reported are within approved budgets.

Signed By

Report Prepared By

Lyne Côté Veilleux
Co-ordinator of Community Initiatives &
Quality Assurance
Digitally Signed Aug 20, 20

Division Review

Jeff Pafford
Director of Leisure Services
Digitally Signed Aug 25, 20

Financial Implications

Steve Facey
Manager of Financial Planning &
Budgeting
Digitally Signed Aug 27, 20

Recommended by the Department

Steve Jacques
General Manager of Community
Development
Digitally Signed Aug 31, 20

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Sep 1, 20

Background

By-law 2018-129, requires Council be provided with semi-annual reports identifying by ward, the financial particulars of the Healthy Community Initiative (HCI) Fund allocations.

Appendix A – Healthy Community Initiative Fund – 2020 Semi-Annual Report, provides detailed information relating to carry-forward and year-to-date fund balances, fund allocations, donation revenues, as well as specifics of expenditures and of unexpended commitments for the period of January 1, 2020, to June 30, 2020.

Next Steps

A 2020 year-end report of ward-specific HCI Fund financials will be presented for Council's information in 2021.

Resources Cited

Healthy Community Initiative Fund, By-law 2018-129

<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=24310.pdf>

Healthy Community Initiative Fund (HCI) Summary

For the period ending June 30, 2020

	Funding Sources							Committed Funds / Projects in Progress	Total Uncommitted Funds	Notes
	Uncommitted 2019 Funds (Carry Forward)	Prior Year(s) Committed / Projects in Progress (Carry Forward)	2020 Fund Allocation*	Donation Revenue 2020	Total of Funding Sources	Total Funds Spent in 2020	Fund Balance			
By Ward										
Ward 1	28,510.58	109,476.00	37,000	-	174,986.58	4,228.42	170,758.16	108,247.58	62,510.58	
Ward 2	8,936.39	57,195.00	37,000	-	103,131.39	3,500.00	99,631.39	65,695.00	33,936.39	
Ward 3	38.89	57,288.52	37,000	-	94,327.41	18,154.42	76,172.99	75,100.77	1,072.22	
Ward 4	10,059.65	53,463.68	37,000	-	100,523.33	6,554.41	93,968.92	58,875.94	35,092.98	
Ward 5	48,505.55	12,750.00	37,000	-	98,255.55	6,000.00	92,255.55	13,216.67	79,038.88	
Ward 6	45,849.93	14,441.50	37,000	-	97,291.43	5,985.08	91,306.35	13,422.87	77,883.48	
Ward 7	40,157.85	0.00	37,000	-	77,157.85	7,872.28	69,285.57	4,900.00	64,385.57	1
Ward 8	52,390.34	122,640.20	37,000	5,020.00	217,050.54	4,846.86	212,203.68	145,469.34	66,734.34	2,3
Ward 9	38,576.48	19,256.34	37,000	32,000.00	126,832.82	2,500.00	124,332.82	51,723.01	72,609.81	
Ward 10	65,412.92	10,600.00	37,000	-	113,012.92	2,500.00	110,512.92	11,066.67	99,446.25	
Ward 11	28,327.90	75,184.72	37,000	200.00	140,712.62	2,900.00	137,812.62	99,484.72	38,327.90	
Ward 12	37,410.07	37,581.07	37,000	-	111,991.14	3,800.00	108,191.14	16,781.07	91,410.07	4,5
Total	404,176.55	569,877.03	444,000	37,220.00	1,455,273.58	68,841.47	1,386,432.11	663,983.64	722,448.47	

* In accordance with By-law 2018-129, a maximum of \$6,000 was contributed from the 2020 allocation to an HCI Reserve Fund to cap the Reserve at \$24,000.

Notes: 1. Deficit of \$4,672.28 from the Penman Park outdoor rink project(2018) was deducted from the Total Uncommitted Funds balance. Over-expenditures for this project to date total \$11,724.73

2. Invoice of \$1,146.86 processed in 2019 was omitted in 2019 annual report

3. Deficit of \$10,156 from the Twin Forks water feature/splash pad project (2019) was deducted from the Total Uncommitted Funds balance

4. Surplus of \$26,100 from the Ridgcrest adult exercise equipment and shade structure project (2016, 2017) was added to the Total Uncommitted funds balance

5. Donation of \$1,000 from the Ridgcrest adult exercise equipment and shade structure project (2016, 2017) was reallocate to the Ridgcrest bench and celebration initiatives

HCI Fund: Ward 1
For the period ending June 30, 2020

Date	Payee/Community Group	Description (including event or project)	Benefitting Group/Organization	By-Law/Resolution/General Manager (GM)	Amount (\$)	Notes Eligible Expenditure Category	HCI/Population Health Priority
Capital							
13-Mar-20	Centreline Architecture	Robinson Playground outdoor rink	Ward-wide	CC2017-153	1,115.00	3	1,4
23-Apr-20	Wood Environment & Infrastructure	Robinson Playground outdoor rink	Ward-wide	CC2017-153	113.42	3	1,4
Total Capital					1,228.42		
Grant							
13-Jan-20	Delki Dozzi Bocce Association	2020 Delki Dozzi bocce tournaments-prizes	Ward-wide	GM	500.00	1	f
19-May-20	Sudbury Food Bank	Backyard gardening program	Multi-wards	By-law 2020-90	2,500.00	2	b,d
Total Grants					3,000.00		
Total for January - June 2020					4,228.42		
Total Spent on Grants					3,000.00		
Maximum Grant Allocation					12,250.00		

Legend:	Eligible Expenditure Categories	HCI Priorities	Population Health Priorities (eff. Jul./18)
	1. Grants: event support	1. Human Health & Well-Being	a. Indigenous Youth
	2. Grants: other programs or initiatives	2. Environmental Sustainability	b. Resiliency
	3. Capital expenditures to purchase, build or replace municipally-owned assets	3. Economic Vitality	c. Families
		4. Civic Engagement/Social Capital	d. Mental Health
			e. Compassionate City
			f. Play Opportunities
			g. Housing
			h. Holistic Health
			i. Age Friendly Strategy
			j. Healthy Streets

Donation Revenues

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Commitments / Projects in Progress

25-Apr-17	Ward 1 Community Action Network	Installation of an accessible splash pad at	Ward-wide	CC2017-114	50,000.00
	Splash Pad Committee	Delki Dozzi			
30-May-17	Robinson Playground Association	Cement pad in main rink	Ward-wide	CC2017-153	47,271.58
04-Oct-18	Robinson Bocce Association	Covered bench	Ward-wide	GM	9,300.00
08-Oct-19	Ward 1 Community Action Network	Marcel Tot Lot: fence, wood fiber materials for swing set	Ward-wide	CC2019-294	1,676.00
					108,247.58

Notes:

HCI Fund: Ward 2
For the period ending June 30, 2020

Date	Payee/Community Group	Description (including event or project)	Benefitting Group/Organization	By-Law/ Resolution/ General Manager (GM)	Amount (\$)	Notes Eligible Expenditure Category	HCI/Population Health Priority
Capital							
					Total Capital	-	
Grant							
21-Jan-20	Beaver Lake Sports & Cultural Club Inc	2020 Beaver Lake winter carnival	Ward-wide	GM	1,000.00	1	c,f
19-May-20	Sudbury Food Bank	Backyard gardening program	Multi-wards	By-law 2020-90	2,500.00	2	b,d
					Total Grant	3,500.00	
Total for January - June 2020					3,500.00		
					Total Spent on Grants	3,500.00	
					Maximum Grant Allocation	12,250.00	

Legend:	Eligible Expenditure Categories	HCI Priorities	Population Health Priorities (eff. Jul./18)
	1. Grants: event support	1. Human Health & Well-Being	a. Indigenous Youth
	2. Grants: other programs or initiatives	2. Environmental Sustainability	b. Resiliency
	3. Capital expenditures to purchase, build or replace municipally-owned assets	3. Economic Vitality	c. Families
		4. Civic Engagement/Social Capital	d. Mental Health
			e. Compassionate City
			f. Play Opportunities
			g. Housing
			h. Holistic Health
			i. Age Friendly Strategy
			j. Healthy Streets

Donation Revenues

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Commitments / Projects in Progress

24-Apr-18	Donovan Elm West Community Action Network	Therapeutic/leisure pool at Lionel E. Lalonde Centre Pavilion	Multi- wards	CC2018-108	10,000.00
25-Sep-18	Anderson Farm Museum Heritage Society		Ward-wide	CC2018-256 & CC2019-197	47,195.00
08-Jan-20	Sixth Avenue Playground Association	Install rubber floor in clubhouse	Ward-wide	GM	8,500.00
					65,695.00

HCI Fund: Ward 3
For the period ending June 30, 2020

Date	Payee/Community Group	Description (including event or project)	Benefitting Group/Organization	By-Law/ Resolution/ General Manager (GM)	Amount (\$)	Notes Eligible Expenditure Category	HCI/Population Health Priority
Capital							
20-Apr-20	King Sportswear	Community mural of founding families	Multi-wards	CC2017-350	6,892.49	3	1,4
31-May-20	Pickleball Depot Ltd	Pickleball courts at Cote Park	Ward-wide	CC2020-121	2,312.00	3	b,c,f,i,j
05-Jun-20	Canadian Shield Pavement Preservation	Pickleball courts at Cote Park	Ward-wide	CC2020-121	2,949.93	3	b,c,f,i,j
Total Capital					12,154.42		
Grant							
31-Jan-20	Onaping Falls Recreation Committee	2020 Winter Carnival event	Ward-wide	CC2020-28	2,000.00	1	c,e,f,i,j
13-Mar-20	Onaping Falls Recreation Committee	2020 Youth Choir program	Ward-wide	CC2020-62	1,500.00	2	b,c,d,e,f,i
19-May-20	Sudbury Food Bank	Backyard gardening program	Multi-wards	By-law 2020-90	2,500.00	2	b,d
Total Grant					6,000.00		
Total for January - June 2020					18,154.42		

Total Spent on Grants 6,000.00

Maximum Grant Allocation 12,250.00

Legend:	Eligible Expenditure Categories	HCI Priorities	Population Health Priorities (eff. Jul./18)
	1. Grants: event support	1. Human Health & Well-Being	a. Indigenous Youth
	2. Grants: other programs or initiatives	2. Environmental Sustainability	b. Resiliency
	3. Capital expenditures to purchase, build or replace municipally-owned assets	3. Economic Vitality	c. Families
		4. Civic Engagement/Social Capital	d. Mental Health
			e. Compassionate City
			f. Play Opportunities
			g. Housing
			h. Holistic Health
			i. Age Friendly Strategy
			i. Healthy Streets

Donation Revenues

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Commitments / Projects in Progress

22-Nov-17	Les Productions Café-Musique De Rayside-Balfour	Community mural of founding families	Multi-wards	CC2017-350	896.03
24-Apr-18	Donovan Elm West Community Action Network	Therapeutic/leisure pool at Lionel E. Lalonde Centre	Multi-wards	CC2018-108	25,000.00
28-May-19	Onaping Falls Recreation Committee	Onaping Falls splash pad pavilion	Ward-wide	CC2019-155	24,500.00
05-May-20	ART Matters	About Us art studios & exhibits	Ward-wide	CC2020-121	466.67
05-May-20	Café Heritage	Heritage Days Block Party event	Ward-wide	CC2020-121	2,000.00
05-May-20	Greater Sudbury Pickleball Association	Pickleball courts at Cote Park	Ward-wide	CC2020-121	19,238.07
05-May-20	Onaping Falls Recreation Committee	2020 Onaping Falls Summer Fest event	Ward-wide	CC2020-121	2,000.00
15-Jun-20	Onaping Falls Hamper Fund	Christmas hampers	Ward-wide	GM	1,000.00
					75,100.77

Notes:

Appendix A - Healthy Community Initiative Fund - 2020 Semi-Annual Report

HCI Fund: Ward 4 For the period ending June 30, 2020

Date	Payee/Community Group	Description (including event or project)	Benefitting Group/Organization	By-Law/ Resolution/ General Manager (GM)	Amount (\$)	Notes Eligible Expenditure Category	HCI/Population Health Priority
Capital							
20-Apr-20	King Sportswear	Community mural of founding families	Multi-wards	CC2017-350	4,054.41	3	1,4
Total Capital					4,054.41		
Grant							
19-May-20	Sudbury Food Bank	Backyard gardening program	Multi-wards	By-law 2020-90	2,500.00	2	b,d
Total Grant					2,500.00		
Total for January - June 2020					6,554.41		

Total Spent on Grants	2,500.00
Maximum Grant Allocation	12,250.00

Legend:	Eligible Expenditure Categories	HCI Priorities	Population Health Priorities (eff. Jul./18)
	1. Grants: event support	1. Human Health & Well-Being	a. Indigenous Youth
	2. Grants: other programs or initiatives	2. Environmental Sustainability	b. Resiliency
	3. Capital expenditures to purchase, build or replace municipally-owned assets	3. Economic Vitality	c. Families
		4. Civic Engagement/Social Capital	d. Mental Health
			e. Compassionate City
			f. Play Opportunities
			g. Housing
			h. Holistic Health
			i. Age Friendly Strategy
			i. Healthv Streets

Donation Revenues

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Commitments / Projects in Progress

22-Nov-17	Les Productions Café-Musique De Rayside-Balfour	Community mural of founding families	Multi-wards	CC2017-350	527.07
20-Mar-18	Azilda Community Action Network	Tree in seniors/library park	Ward-wide	GM	1,000.00
24-Apr-18	Donovan Elm West Community Action Network	Therapeutic/leisure pool at Lionel E. Lalonde Centre	Multi- wards	CC2018-108	25,000.00
31-Dec-18	Azilda Community Action Network	Dog park solar panels & lights	Ward-wide	CC2018-285	1,549.76
31-Dec-18	Azilda Community Action Network	Arena parkette	Ward-wide	CC2018-285	5,137.44
1-Oct-19	Sudbury Shared Harvest	Edible forest garden sign at Donovan Elm West	Ward-wide	GM	1,195.00
10-Dec-19	Azilda Community Action Network	Azilda splash pad	Ward-wide	CC2019-358	18,500.00
05-May-20	ART Matters	About Us art studios & exhibits	Ward-wide	CC2020-121	466.67
05-May-20	Café Heritage	Lions SuperSTARS event	Ward-wide	CC2020-121	2,500.00
05-May-20	Café Heritage	Summer Thursday Night Concert Series events	Ward-wide	CC2020-121	3,000.00
					58,875.94

Notes:

HCI Fund: Ward 5
For the period ending June 30, 2020

Date	Payee/Community Group	Description (including event or project)	Benefitting Group/Organization	By-Law/ Resolution/ General Manager (GM)	Amount (\$)	Notes Eligible Expenditure Category	HCI/Population Health Priority
Capital							
					Total Capital	-	
Grant							
13-Mar-20	Valley View Community Church	Reel Life Summer Drive-in Community Movie	Ward-wide	CC2020-62	2,500.00	1	c,f
19-May-20	Sudbury Food Bank	Theatre events	Multi-wards	By-law 2020-90	2,500.00	2	b,d
26-May-20	Valley East Community Action Network	Backyard gardening program	Multi-wards	CC2020-121	1,000.00	1	c
					Total Grant	6,000.00	
Total for January - June 2020					6,000.00		
					Total Spent on Grants	6,000.00	
					Maximum Grant Allocation	12,250.00	
Legend:	Eligible Expenditure Categories	HCI Priorities	Population Health Priorities (eff. Jul./18)				
	1. Grants: event support	1. Human Health & Well-Being	a. Indigenous Youth		f. Play Opportunities		
	2. Grants: other programs or initiatives	2. Environmental Sustainability	b. Resiliency		g. Housing		
	3. Capital expenditures to purchase, build or replace municipally-owned assets	3. Economic Vitality	c. Families		h. Holistic Health		
		4. Civic Engagement/Social Capital	d. Mental Health		i. Age Friendly Strategy		
			e. Compassionate City		i. Healthy Streets		
Donation Revenues							
Commitments / Projects in Progress							
03-Dec-19	Alzheimer Society Sudbury-Manitoulin North	Outdoor seniors exercise park	Ward-wide	CC2019-328	12,750.00		
	Bay & Districts						
05-May-20	ART Matters	About Us art studios & exhibits	Ward-wide	CC2020-121	466.67		
					\$ 13,216.67		

Notes:

HCI Fund: Ward 6
For the period ending June 30, 2020

Date	Payee/Community Group	Description (including event or project)	Benefitting Group/Organization	By-Law/Resolution/General Manager (GM)	Amount (\$)	Notes Eligible Expenditure Category	HCI/Population Health Priority
Capital							
27-Mar-20	Wood Environment & Infrastructure Solutions	Geotechnical surveys at Lions Park & Elmview Park courts	Ward-wide	GM	1,485.08	3	b,f,i,j
Total Capital					1,485.08		
Grant							
30-Jan-20	Flour Lakes Community Association	2020 Snow Pitch event	Ward-wide	GM	1,000.00	1	c,f,h,i
19-May-20	Sudbury Food Bank	Backyard gardening program	Multi-wards	By-law 2020-CC2020-121	2,500.00	2	b,d
26-May-20	Valley East Community Action Network	2020 Family Day event	Multi-wards		1,000.00	1	c
Total Grant					4,500.00		
Total for January - June 2020					5,985.08		
					Total Spent on Grants	4,500.00	
					Maximum Grant Allocation	12,250.00	
<p>Legend:</p> <p>Eligible Expenditure Categories</p> <p>1. Grants: event support</p> <p>2. Grants: other programs or initiatives</p> <p>3. Capital expenditures to purchase, build or replace municipally-owned assets</p> <p>HCI Priorities</p> <p>1. Human Health & Well-Being</p> <p>2. Environmental Sustainability</p> <p>3. Economic Vitality</p> <p>4. Civic Engagement/Social Capital</p> <p>Population Health Priorities (eff. Jul./18)</p> <p>a. Indigenous Youth</p> <p>b. Resiliency</p> <p>c. Families</p> <p>d. Mental Health</p> <p>e. Compassionate City</p> <p>f. Play Opportunities</p> <p>g. Housing</p> <p>h. Holistic Health</p> <p>i. Age Friendly Strategy</p> <p>i. Healthy Streets</p>							
Donation Revenues							
Commitments / Projects in Progress							
11-Jul-17	Valley East Lions Club	Lions Playground enhancements	Ward-wide	CC2017-217	2,431.20		
24-Apr-18	Donovan Elm West Community Action Network	Therapeutic/leisure pool at Lionel E. Lalonde Centre	Multi-wards	CC2018-108	10,000.00		
22-Jul-19	Valley Acres Playground Association	Playground shed replacement	Ward-wide	GM	525.00		
05-May-20	ART Matters	About Us art studios & exhibits	Ward-wide	CC2020-121	466.67		
					13,422.87		

Notes:

HCI Fund: Ward 7
For the period ending June 30, 2020

Date	Payee/Community Group	Description (including event or project)	Benefitting Group/Organization	By-Law/ Resolution/ General Manager (GM)	Amount (\$)	Notes	Eligible Expenditure Category	HCI/Population Health Priority
Capital								
28-Feb-20	Evans Home Care	Outdoor rink at Penman Park	Ward-wide	CC2018-285	4,672.28	1	3	1,4
Total Capital					4,672.28			
Grant								
13-Jan-20	Lake Wahnapiitae Home & Campers Association	Water safety markers and related signage	Ward-wide	GM	700.00		2	f,i
19-May-20	Sudbury Food Bank	Backyard gardening program	Multi-wards	By-law 2020-	2,500.00		2	b,d
Total Grant					3,200.00			
Total for January - June 2020					7,872.28			

Total Spent on Grants	3,200.00
Maximum Grant Allocation	12,250.00

Legend:	Eligible Expenditure Categories	HCI Priorities	Population Health Priorities (eff. Jul./18)	
	1. Grants: event support 2. Grants: other programs or initiatives 3. Capital expenditures to purchase, build or replace municipally-owned assets	1. Human Health & Well-Being 2. Environmental Sustainability 3. Economic Vitality 4. Civic Engagement/Social Capital	a. Indigenous Youth b. Resiliency c. Families d. Mental Health e. Compassionate City	f. Play Opportunities g. Housing h. Holistic Health i. Age Friendly Strategy j. Healthy Streets

Donation Revenues
-

Commitments / Projects in Progress					
16-Jan-20	Capreol 100 Committee	Capreol Welcome sign	Ward-wide	GM	4,900.00
					4,900.00

Notes:

- Deficit of \$4,672.28 from the Penman Park outdoor rink project (2018) was deducted from the Total Uncommitted Funds balance. Over-expenditures for this project to date total \$11,724.73.

Appendix A - Healthy Community Initiative Fund- 2020 Semi-Annual Report

HCI Fund: Ward 8
For the period ending June 30, 2020

Date	Payee/Community Group	Description (including event or project)	Benefitting Group/Organization	By-Law/ Resolution/ General Manager (GM)	Amount (\$)	Notes	Eligible Expenditure Category	HC/Population Health Priority
Capital								
31-Dec-19	Wood Environment & Infrastructure Solutions	Water feature/splash pad at Twin Forks	Ward-wide	CC2017-113 & 2019-294	1,146.86	1	3	c,f
31-Mar-20	Tall Pines Engineering Ltd	Westmount Community Centre engineering of concrete pad & roof	Ward-wide	CC2019-165	1,200.00		3	1,4
					2,346.86			
Grant								
19-May-20	Sudbury Food Bank	Backyard gardening program	Multi-wards	By-law 2020-90	2,500.00		2	b,d
					2,500.00			
Total for January - June 2020					4,846.86			

Total Spent on Grants	2,500.00
Maximum Grant Allocation	12,250.00

Legend:	Eligible Expenditure Categories	HCI Priorities	Population Health Priorities (eff. Jul./18)
	1. Grants: event support	1. Human Health & Well-Being	a. Indigenous Youth
	2. Grants: other programs or initiatives	2. Environmental Sustainability	b. Resiliency
	3. Capital expenditures to purchase, build or replace municipally-owned assets	3. Economic Vitality	c. Families
		4. Civic Engagement/Social Capital	d. Mental Health
			e. Compassionate City
			f. Play Opportunities
			g. Housing
			h. Holistic Health
			i. Age Friendly Strategy
			j. Healthy Streets

Donation Revenues			
Twin Forks Neighbourhood Association	Water feature/splash pad at Twin Forks	Ward-wide	5,020.00
			5,020.00

Commitments / Projects in Progress					
22-Nov-17	Westmount 4-H Club	Community garden	Ward-wide	CC2017-350	3,324.75
7-May-19	Westmount Community Centre	Engineering of concrete pad & roof	Ward-wide	CC2019-165	2,300.00
08-Oct-19	Twin Forks Neighbourhood Association	Water feature/splash pad at Twin Forks	Ward-wide	CC2017-113 & 2019-294	129,844.59
16-Jan-20	Rainbow Routes Association	Trail development (Lansing Ave to Junction Creek Waterway Park)	Ward-wide	GM	10,000.00
					145,469.34

Notes: 1. Invoice of \$1,146.86 processed in 2019 was omitted in 2019 annual report
2. Deficit of \$10,156 from the Twin Forks water feature/splash pad project (2019) was deducted from the Total Uncommitted Funds balance

HCI Fund: Ward 9
For the period ending June 30, 2020

Date	Payee/Community Group	Description (including event or project)	Benefitting Group/Organization	By-Law/Resolution/General Manager (GM)	Amount (\$)	Notes Eligible Expenditure Category	HCI/Population Health Priority
Capital							
					Total Capital	-	
Grant							
19-May-20	Sudbury Food Bank	Backyard gardening program	Multi-wards	By-law 2020-90	2,500.00	2	b,d
					Total Grant	2,500.00	
Total for January - June 2020					2,500.00		

					Total Spent on Grants	2,500.00
					Maximum Grant Allocation	12,250.00

Legend:	Eligible Expenditure Categories	HCI Priorities	Population Health Priorities (eff. Jul./18)	
	1. Grants: event support	1. Human Health & Well-Being	a. Indigenous Youth	f. Play Opportunities
	2. Grants: other programs or initiatives	2. Environmental Sustainability	b. Resiliency	g. Housing
	3. Capital expenditures to purchase, build or replace municipally-owned assets	3. Economic Vitality	c. Families	h. Holistic Health
		4. Civic Engagement/Social Capital	d. Mental Health	i. Age Friendly Strategy
			e. Compassionate City	i. Health Streets

Donation Revenues						
1/31/2020	Coniston Playground Association	Coniston skate park	Ward-wide	CC2019-212	32,000.00	
					32,000.00	

Commitments / Projects in Progress						
09-Jul-19	Coniston Playground Association	Coniston skate park	Ward-wide	CC2019-212	50,000.00	
13-Aug-19	Coniston Community Garden/Seniors Helping Seniors	Greenhouse solar system	Ward-wide	CC2019-237	680.34	
28-Oct-19	Coniston Community Action Network	Centennial Park Christmas lights	Ward-wide	GM	576.00	
05-May-20	ART Matters	About Us art studios & exhibits	Ward-wide	CC2020-121	466.67	
					51,723.01	

Notes:

HCI Fund: Ward 10
For the period ending June 30, 2020

Date	Payee/Community Group	Description (including event or project)	Benefitting Group/Organization	By-Law/ Resolution/ General Manager (GM)	Amount (\$)	Notes Eligible Expenditure Category	HCI/Population Health Priority
Capital							
					Total Capital	-	
Grant							
19-May-20	Sudbury Food Bank	Backyard gardening program	Multi-wards	By-law 2020-	2,500.00	2	b,d
					Total Grant	2,500.00	
Total for January - June 2020					2,500.00		

Total Spent on Grants 2,500.00

Maximum Grant Allocation 12,250.00**Legend:****Eligible Expenditure Categories**

1. Grants: event support
2. Grants: other programs or initiatives
3. Capital expenditures to purchase, build or replace municipally-owned assets

HCI Priorities

1. Human Health & Well-Being
2. Environmental Sustainability
3. Economic Vitality
4. Civic Engagement/Social Capital

Population Health Priorities (eff. Jul./18)

- | | |
|-----------------------|--------------------------|
| a. Indigenous Youth | f. Play Opportunities |
| b. Resiliency | g. Housing |
| c. Families | h. Holistic Health |
| d. Mental Health | i. Age Friendly Strategy |
| e. Compassionate City | i. Healthv Streets |

Donation Revenues

	-
	-

Commitments / Projects in Progress

11-Jul-17	York K9 Club	South End dog park (formerly Riverdale dog park)	Ward-wide	CC2017-217	10,600.00
05-May-20	ART Matters	About Us art studios & exhibits	Ward-wide	CC2020-121	466.67
					11,066.67

Notes:

HCI Fund: Ward 11
For the period ending June 30, 2020

Date	Payee/Community Group	Description (including event or project)	Benefitting Group/Organization	By-Law/ Resolution/ General Manager (GM)	Amount (\$)	Notes Eligible Expenditure Category	HC/Population Health Priority
Capital							
17-Mar-20	DRG Design & Inspection Services	Sunshades at Carmichael skate park	Ward-wide	CC2019-237	400.00	3	c,f,i,j
Total Capital					400.00		
Grant							
19-May-20	Sudbury Food Bank	Backyard gardening program	Multi-wards	By-law 2020-90	2,500.00	2	b,d
Total Grant					2,500.00		
Total for January - June 2020					2,900.00		

Total Spent on Grants 2,500.00

Maximum Grant Allocation 12,250.00

Legend:	Eligible Expenditure Categories	HCI Priorities	Population Health Priorities (eff. Jul./18)
	1. Grants: event support	1. Human Health & Well-Being	a. Indigenous Youth
	2. Grants: other programs or initiatives	2. Environmental Sustainability	b. Resiliency
	3. Capital expenditures to purchase, build or replace municipally-owned assets	3. Economic Vitality	c. Families
		4. Civic Engagement/Social Capital	d. Mental Health
			e. Compassionate City
			f. Play Opportunities
			g. Housing
			h. Holistic Health
			i. Age Friendly Strategy
			i. Healthy Streets

Donation Revenues

6/25/2020	Downe Neighbourhood Association	Downe Playground Upgraded Play Equipment	Ward-wide	CC2020-121	200.00
					200.00

Commitments / Projects in Progress

25-Apr-17	Bayridge Neighbourhood Association	Korpela Park - butterfly garden	Ward-wide	CC2017-114	252.80
24-Apr-18	Donovan Elm West Community Action Network	Therapeutic/leisure pool at Lionel E. Lalonde Centre	Multi- wards	CC2018-108	10,000.00
08-May-18	The Sudbury Art Club	Carmichael Community Centre upgrades (Phase II)	Ward-wide	CC2018-123	5,000.00
11-Dec-18	Bayridge Neighbourhood Association	Korpela Park enhancements (Phase II)	Ward-wide	CC2018-194 & 2018-285	9,561.51
13-Aug-19	Minnow Lake Lions	Sunshades at Carmichael skate park	Ward-wide	CC2019-237	33,130.41
13-Aug-19	Downe Neighbourhood Association	Downe Playground play equipment upgrades	Ward-wide	CC2019-237	17,040.00
05-May-20	Downe Neighbourhood Association	Expansion of Downe Playground equipment project	Ward-wide	CC2020-121	24,500.00
					99,484.72

Notes:

HCI Fund: Ward 12
For the period ending June 30, 2020

Date	Payee/Community Group	Description (including event or project)	Benefitting Group/Organization	By-Law/ Resolution/ General Manager (GM)	Amount (\$)	Notes Eligible Expenditure Category	HCI/Population Health Priority
Capital							
15-Apr-20	CRCS Recreation	Ridgecrest adult exercise equipment & shade structure project	Ward-wide	CC2017-114 & CC2016-279	1,300.00	3	1,4
					Total Capital	1,300.00	
Grant							
19-May-20	Sudbury Food Bank	Backyard gardening program	Multi-wards	By-law 2020-90	2,500.00	2	b,d
					Total Grant	2,500.00	
					Total for January - June 2020		
					3,800.00		
					Total Spent on Grants	2,500.00	
					Maximum Grant Allocation	12,250.00	

Legend:	Eligible Expenditure Categories	HCI Priorities	Population Health Priorities (eff. Jul./18)	
	1. Grants: event support 2. Grants: other programs or initiatives 3. Capital expenditures to purchase, build or replace municipally-owned assets	1. Human Health & Well-Being 2. Environmental Sustainability 3. Economic Vitality 4. Civic Engagement/Social Capital	a. Indigenous Youth b. Resiliency c. Families d. Mental Health e. Compassionate City	f. Play Opportunities g. Housing h. Holistic Health i. Age Friendly Strategy j. Healthy Streets

Donation/Grant Revenues

Commitments / Projects in Progress					
2016	Percy Playground	Shade structure	Ward-wide	CC2017-281 & CC2016-279	161.40
25-Apr-17	Ridgecrest Accessible Park Neighbourhood Association	Adult exercise equipment & shade structure (\$27,000 HCI+ESDC \$26,867 + Donation \$1,000)	Ward-wide	CC2017-114 & CC2016-279	3,254.67
14-Aug-18	Percy Playground Neighborhood Association	Outdoor exercise equipment at Percy Playground	Ward-wide	CC2018-233	765.00
09-Jul-19	Le Centre Victoria pour femmes	Percy Park community garden	Ward-wide	GM	5,000.00
16-Jan-20	Ukrainian Seniors' Centre	Landscape architect design for Hantyshyn park enhancements	Ward-wide	GM	5,000.00
20-Mar-20	Ridgecrest Accessible Park Neighbourhood Association	Celebration of equipment installation at Ridgecrest (Reallocate \$100 donation from adult exercise equipment project)	Ward-wide	GM	500.00
15-Jun-20	Ridgecrest Accessible Park Neighbourhood Association	Benches at Ridgecrest (Reallocate \$900 donation from adult exercise equipment project)	Ward-wide	GM	2,100.00
					16,781.07

For Information Only

Contract Awards Exceeding \$100,000 April 1 - June 30, 2020

Presented To: Finance and
Administration
Committee

Presented: Tuesday, Sep 15, 2020

Report Date Friday, Aug 28, 2020

Type: Correspondence for
Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's Strategic Initiative to Demonstrate Innovation and Cost-Effective Service Delivery. It specifically continues the evolution of business planning, financial and accountability reporting systems to support effective communication with taxpayers about the City's service efforts and accomplishments.

Report Summary

The Purchasing By-Law (By-Law 2014-01) requires regular information to the Council on the Bid Solicitations, Cooperative Purchases, Emergency Purchases and Revenue Generated Contracts Awarded with a Total Acquisition Cost or revenue of \$100,000 or greater.

During the reporting period there were 31 Contract Awards valued at \$100,000 or greater as a result of a competitive procurement process, four non-competitive procurement Contract Awards valued at \$100,000 or greater, 10 Contract Awards valued at \$100,000 or greater as a result of Standing Offers and six amendments from previous reporting periods.

Bid Solicitations are advertised electronically on bids&tenders in the form of either Request for Tender or Request for Proposal.

Where a Request for Tender is used, the Award is to the Lowest Compliant Bid. Where a Request for Proposal is used, the Award is to the highest scored Proposal based on Best Value, which is defined as the optimal balance of performance and cost determined in accordance with pre-defined evaluation criteria; all

Signed By

Report Prepared By

Kari Bertrand
Chief Procurement Officer
Digitally Signed Aug 28, 20

Manager Review

Jim Lister
Manager of Accounting/Deputy
Treasurer
Digitally Signed Aug 28, 20

Division Review

Ed Stankiewicz
Executive Director of Finance, Assets
and Fleet
Digitally Signed Aug 28, 20

Financial Implications

Steve Facey
Manager of Financial Planning &
Budgeting
Digitally Signed Aug 28, 20

Recommended by the Department

Kevin Fowke
General Manager of Corporate
Services
Digitally Signed Aug 31, 20

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Sep 1, 20

in accordance with the Purchasing By-law.

Financial Implications

Council approved policies for the Operating and Capital Budgets enable staff to reallocate budget dollars or funding from Holding Accounts/respective reserve funds in order to award tenders when the tendered amount exceeds the budgeted amount. In addition, some transfers for capital projects may have resulted under a previous capital budget policy. This report provides both the council approved budget compared to the tendered amount that the City received through a competitive tender process from the marketplace.

BACKGROUND

This report provides a summary of procurements \$100,000 or greater for the period of April 1, 2020 to June 30, 2020.

As required by the City of Greater Sudbury's Purchasing By-Law:

- Section 8(2), regular information reports shall be provided to Council on the Bid Solicitations, cooperative purchases, Emergency purchases and Revenue Generating Contracts Awarded with a Total Acquisition Cost or revenue of \$100,000 or greater.
- Section 26(2), soon after the purchase as reasonably possible, a report to Council is required advising of the circumstances of the Emergency Purchase when greater than \$100,000. Only emergency procurements where budget authorization is not required are included in this report. Other emergencies may be reported separately.

BID SOLICITATION DETAILS:

- For additional information regarding Bid Solicitations posted on or after March 29, 2019, please visit the City's bids&tenders webpage: <https://greatersudbury.bidsandtenders.ca/Module/Tenders/en>
- For additional information regarding Bid Solicitations posted before March 29, 2019, please visit the City's tenders & Results webpage: <https://www.greatersudbury.ca/do-business/bidding-opportunities/tenders/>

APPENDICES:

- APPENDIX A - Competitive Procurement Contract Awards \geq \$100,000: All competitive procurements where awards were executed during the reporting period.
- APPENDIX B - Non-Competitive Procurement Contract Awards (Including Emergency Purchases) \geq \$100,000: All non-competitive contracts that were executed during the reporting period.
- APPENDIX C – Contract Awards \geq \$100,000 Resulting from Standing Offers
- APPENDIX D- Amendments to Previous Reporting Periods

Explanations and Legend for Appendices:

- All Bid Amounts and Contract Award Values exclude applicable taxes.
- **Budget amount:**
 - o Operating budgets are presented on an annual basis and are identified as **(O)**.
 - o Capital budgets are presented on a project basis and are identified as **(C)**.
 - o Housing budgets are identified as **(H)**.
- **Estimate for Contract Term** is the amount that identifies the Total Acquisition Cost (potential value of the entire agreement, including option years) and is used to:
 - determine applicable By-Law and trade agreement requirements for open-competitive procurements
 - provide a basis for a value comparison when multiple procurements are funded from the same budget
 - allows for the procurement to account for current market conditions at the time of posting
- **Contract Award Value** is the value of the initial term of the contract that the City has committed to and does not include option years.

APPENDIX A –Competitive Procurement Contract Awards ≥ \$100,000

Report period: April to June 2020

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
Request for Proposal CPS19-178 Supply of a Meeting Management System	1	\$266,050 (C) <u>\$62,000(O)*</u> \$378,000 *2021 Operating, no operating impact for 2020	eScribe Software Ltd.	85	\$342,570	eScribe Software Ltd. 4/17/2020	Multi-year (2020-2025)
Tender ISD19-70 Winter Operations Snow Plowing Services	4	<u>\$1,854,230 (O)</u> \$23,100,000	Pioneer Construction Inc.	A-\$980,000/yr B-\$722,106/yr C-\$647,500/yr	Part A: \$7,840,000 Part B: \$4,788,000 Part C: \$4,788,000 Total: \$17,416,000	Part A: Pioneer Construction Inc. Part B & C: Bélanger Construction (1981) Inc. 4/08/2020	Multi-Year (2020-2028 Option Years: 2029-2030)
			Bélanger Construction (1981) Inc.	A-\$997,500/yr B-\$598,500/yr C-\$598,500/yr			
			Emcon Services Inc.	A-\$1,492,540/yr B-\$933,189/yr C-\$928,284/yr			
			Ferrovial Services Canada Ltd.	A-\$2,089,500/yr B-\$1,505,700/yr C-\$1,505,700/yr	Note: Contract Award Values and Bid Amounts are based on an estimated number of hours		

(O) = Operating budgets and are presented on an annual basis
(C) = Capital budgets and are presented on a project basis

(H) = Housing budgets

APPENDIX A –Competitive Procurement Contract Awards ≥ \$100,000

Report period: April to June 2020

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
Request for Proposal CDD20-14 Arena Refrigeration Maintenance Services	2	\$258,070 (O) \$1,290,000	Cimco Refrigeration, a Division of Toromont Industries Ltd.	91	Approx. \$250,000/yr Note: Contract Award Value for initial Contract Term is based on an estimated number of preventative maintenance and repair hours	Cimco Refrigeration, a Division of Toromont Industries Ltd.	Multi-Year (2020-2023 Option Years: 2024-2025)
			Northland Group of Companies Ltd.	80		5/01/2020	
Request for Proposal CDD20-33 Housing First Intensive Case Management	1	\$384,179(O) \$690,000	Centre de Sante Communautaire du Grand Sudbury	88	\$332,621 Note: Contract Award Value for initial Contract Term	Centre de Sante Communautaire du Grand Sudbury 5/05/2020	Multi-Year (2020-2022 Option Years: 2023-2024)
Tender CPS20-140 Purchase Two (2) Wheeled Loaders	6	\$710,000 (C) Note: Budget will be used to purchase multiple types of equipment \$535,000	Brandt Tractor Ltd.	\$470,000	\$470,000	Brandt Tractor Ltd. 5/12/2020	One Time
			STRONGCO	\$488,000			
			Liebherr- Canada Ltd	\$543,852			
			Toromont Cat	\$557,600			
			Disqualified Bidders: - G.F. Preston Sales and Service Ltd. - Hood Equipment Canada				

(O) = Operating budgets and are presented on an annual basis
(C) = Capital budgets and are presented on a project basis

(H) = Housing budgets

APPENDIX A –Competitive Procurement Contract Awards ≥ \$100,000

Report period: April to June 2020

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
Tender ENG20-01 Water main Replacement & Road Improvements, Rita St. Wilfred St to end	8	<u>\$767,965 (C)</u> \$850,521	Teranorth Construction & Engineering Limited	\$717,928	\$717,928	Teranorth Construction & Engineering Ltd. 5/04/2020	One Time
			Hollaway Equipment Rental Ltd.	\$799,694			
			Denis Gratton Construction Ltd.	\$917,525			
			Bélanger Construction (1981) Inc.	\$937,769			
			Lacroix Construction Co. (2014)	\$978,936			
			MCA Contracting Ltd.	\$1,149,466			
			Dominion Construction	\$1,185,159			
			Garson Pipe Contractors	\$1,292,450			
Tender ENG20-19 Asphalt Rehabilitation- Notre Dame Avenue, Scenic Drive & Valleyview Road	4	<u>\$2,730,000(C)</u> \$2,685,000	Interpaving Limited	\$2,540,386	\$2,540,386	Interpaving Limited 5/21/2020	One Time
			Bélanger Construction (1981) Inc.	\$2,665,799			
			Pioneer Construction Inc.	\$2,721,004			
			Garson Pipe Contractors	\$2,722,060			

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(H) = Housing budgets

APPENDIX A –Competitive Procurement Contract Awards ≥ \$100,000

Report period: April to June 2020

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
Tender ENG20-25 Asphalt Rehabilitation, Skead Road, MR55, Desmarais Road & MR80	3	<u>\$5,340,000 (C)</u> \$6,040,600	Garson Pipe Contractors Beamish Construction Inc. Teranorth Construction & Engineering Limited	\$4,939,036 \$5,193,469 \$5,198,955	\$4,939,036	Garson Pipe Contractors 5/11/2020	One Time
Tender ENG20-56 Bridge Replacement Old Soo Road Bridge #1009	7	<u>\$ 1,048,501 (C)</u> \$642,586	Denis Gratton Construction Ltd. Teranorth Construction & Engineering Limited MCA Contracting Ltd. Dominion Construction Bélanger Construction (1981) Inc. National Structures Inc. 1468792 Ontario Inc. o/a GDB Constructeurs	\$856,750 \$969,897 \$1,042,168 \$1,063,420 \$1,065,161 \$1,094,171 \$1,146,080	\$856,750	Dennis Gratton Construction Ltd. 5/19/2020	One Time
Tender SHO20-88 GSHC Grass Cutting (Various Locations)	2	<u>\$65,955 (O)(H)</u> \$325,000	HHS Contracting Inc. 1232359 Ont. Ltd., o/a Turf King - TurfScapes	\$176,400/3 yrs \$221,830/3 yrs	Areas 2, 4,5,6 \$95,550/3 yrs Areas 1 & 3 \$94,090/3 yrs Note: HHS Contracting Inc. was the lowest Bidder in Area 1, but could not honour their Bid due to COVID.	Areas 2, 4,5,6 HHS Contracting Inc. Areas 1 & 3 1232359 Ont. Ltd., o/a Turf King – TurfScapes 05/25/2020	Multi-Year (2020-2023 Option Years: 2024-2025)

(O) = Operating budgets and are presented on an annual basis
(C) = Capital budgets and are presented on a project basis

(H) = Housing budgets

APPENDIX A –Competitive Procurement Contract Awards ≥ \$100,000

Report period: April to June 2020

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
Tender FES20-119 Commercial Fire Tanker Equipped with Water Tank for Transport	4	<u>\$836,000 (C)</u> \$800,000	Dependable Emergency Vehicles	\$334,736/unit	Note: An additional unit was purchased after Tender close, as permissible by the terms and conditions contained within the Tender \$669,472	Dependable Emergency Vehicles 5/27/2020	One Time
			Fort Garry Fire Trucks	\$335,962/unit			
			Carrier Centers Emergency Vehicles	\$343,593/unit			
			Metz Fire & Rescue	\$459,400/unit			
Tender CPS20-10 Ice Resurfacer (Standing Offer)	1	<u>\$125,000 (C)</u> \$125,000	Zamboni Company Limited	\$114,550/unit	\$114,550	Zamboni Company Limited 6/05/2020	Multi-Year (2020-2025)
Tender CPS20-96 Towing Services (Standing Offer)	2	<u>\$175,000 (O)</u> \$550,000	1468680 Ontario Limited	\$129,780/yr	Approx. \$389,340 Note: Contract Award Value is based on estimated quantities	1468680 Ontario Limited o/a Bob's Service Centre 6/30/2020	Multi-Year (2020-2023 Option Years: 2024-2025)
			Guse Carriers Inc.	\$135,040/yr			
Tender CPS20-125 Roof Rehabilitation for Civic Cemetery Mausoleum	2	<u>\$450,000 (C)</u> \$350,000	Alkon Ltd.	\$289,143	\$289,143	Alkon Ltd. 6/26/2020	One Time
			Nu-Style Construction Co. (1988) Limited	\$369,020			

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(H) = Housing budgets

APPENDIX A –Competitive Procurement Contract Awards ≥ \$100,000

Report period: April to June 2020

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
Tender ENG20-11 Tender for Tenth Avenue Water main Replacement, Lively, From B Street to C Street	7	<u>\$700,000 (C)</u> \$783,300	Teranorth Construction & Engineering Limited	\$652,421	\$652,421	Teranorth Construction & Engineering Limited 6/23/2020	One Time
			Bélanger Construction (1981) Inc.	\$705,700			
			Hollaway Equipment Rental Ltd.	\$748,225			
			MCA Contracting Ltd.	\$749,879			
			Denis Gratton Construction Ltd.	\$846,950			
			Lacroix Construction Co. (2014)	\$876,734			
			Garson Pipe Contractors Garson	\$944,922			
Tender ENG20-14 Watermain Replacement and Road Resurfacing, Henry Street (Garson), McDougall Street to Rule Street	4	<u>\$665,000 (C)</u> \$596,533	Hollaway Equipment Rental Ltd.	\$592,590	\$592,590	Hollaway Equipment Rental Ltd. 6/12/2020	One Time
			Bélanger Construction (1981) Inc.	\$759,205			
			MCA Contracting Ltd.	\$837,743			
			Garson Pipe Contractors	\$861,752			

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(H) = Housing budgets

APPENDIX A –Competitive Procurement Contract Awards ≥ \$100,000

Report period: April to June 2020

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
Tender ENG20-18 Asphalt Rehabilitation - Brady Street (Underpass to Keziah Court) and Minto Street (Brady Street to Larch Street)	4	<u>\$3,400,000 (C)</u> \$2,807,588	Interpaving Limited	\$3,036,851	\$3,036,851	Interpaving Limited 6/12/2020	One Time
			Garson Pipe Contractors	\$3,169,472			
			Beamish Construction Inc.	\$3,181,531			
			Bélanger Construction (1981) Inc.	\$3,803,237			
Tender ENG20-33 Guide Rail Replacement, Various Locations	1	<u>\$298,580 (O)</u> \$229,000	M & G Fencing Inc.	\$285,445	\$285,445	M & G Fencing Inc. 6/22/2020	One Time
Tender ENG20-39 Active Transportation Improvements Paris Notre Dame Bikeway, Wilma Street to Lasalle Boulevard	2	\$ 4,551,678 (C) Note: Budget has been and will be used for multiple active transportation projects \$3,177,504	Interpaving Limited	\$2,679,724	\$2,679,724	Interpaving Limited 6/05/2020	One Time
			Bélanger Construction (1981) Inc.	\$2,925,912			

(O) = Operating budgets and are presented on an annual basis
(C) = Capital budgets and are presented on a project basis

(H) = Housing budgets

APPENDIX A –Competitive Procurement Contract Awards ≥ \$100,000

Report period: April to June 2020

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
Tender ENG20-50 Coniston Creek Pedestrian Bridge Replacement	5	<u>\$600,000 (C)</u> \$450,648	Dominion Construction	\$349,588	\$349,588	Dominion Construction 6/12/2020	One Time
			MCA Contracting Ltd	\$406,605			
			Teranorth Construction & Engineering Limited	\$438,238			
			Bélanger Construction (1981) Inc.	\$452,500			
			1468792 Ontario Inc. o/a GDB Constructeurs	\$681,486			
Tender ENG20-51 High Falls Road Bridge Replacement #1004	3	<u>\$3,500,000 (C)</u> \$2,911,060	Teranorth Construction & Engineering Limited	\$3,161,622	\$3,161,622	Teranorth Construction & Engineering Limited 6/05/2020	One Time
			Bélanger Construction (1981) Inc.	\$3,260,047			
			1468792 Ontario Inc. o/a GDB Constructeurs	\$3,897,290			
Tender ENG20-52 Bridge Rehabilitation, Martindale Road Bridge #1532	4	<u>\$1,200,000 (C)</u> \$869,285	Bélanger Construction (1981) Inc.	\$828,971	\$828,971	Bélanger Construction (1981) Inc. 6/12/2020	One Time
			1468792 Ontario Inc. o/a GDB Constructeurs	\$1,483,315			
			Dominion Construction	\$1,663,143			
			MCA Contracting Ltd.	\$1,684,152			

APPENDIX A –Competitive Procurement Contract Awards ≥ \$100,000

Report period: April to June 2020

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
Tender ENG20-53 Spanish River Road Bridge Replacement #1000	6	<u>\$1,629,803 (C)</u> \$1,136,105	National Structures Inc.	\$1,346,361	\$1,346,361	National Structures Inc. 6/29/2020	One Time
			Bélanger Construction (1981) Inc.	\$1,450,482			
			Teranorth Construction & Engineering Limited	\$1,450,500			
			1468792 Ontario Inc. o/a GDB Constructeurs	\$1,455,140			
			Dominion Construction	\$1,717,422			
			MCA Contracting Ltd.	\$1,766,234			
Tender ENG20-55 Ironside Lake Road Bridge Replacement	3	<u>\$2,500,000 (C)</u> \$1,800,000	Bélanger Construction (1981) Inc.	\$2,188,170	\$2,188,170	Bélanger Construction (1981) Inc. 6/29/2020	One Time
			1468792 Ontario Inc. o/a GDB Constructeurs	\$2,269,615			
			Dominion Construction	\$2,393,294			
Tender ENG20-58 Moose Mountain Mine Road Bridge Replacement #4001	4	<u>\$1,700,000 (C)</u> \$1,545,620	Bélanger Construction (1981) Inc.	\$1,425,000	\$1,425,000	Bélanger Construction (1981) Inc. 6/12/2020	One Time
			1468792 Ontario Inc. o/a GDB Constructeurs	\$2,043,387			
			Teranorth Construction & Engineering Limited	\$2,109,951			
			Dominion Construction	\$2,381,415			

APPENDIX A –Competitive Procurement Contract Awards ≥ \$100,000

Report period: April to June 2020

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
Tender ENG20-80 Val Caron Booster Pumping Station and Valve House Upgrades	3	\$3,700,000 (C) Note: Budget has been and will be used for several water <u>building projects</u> \$2,300,000	Bélanger Construction (1981) Inc.	\$2,766,136	\$2,766,136	Bélanger Construction (1981) Inc. 6/29/2020	One Time
			Cecchetto & Sons Ltd	\$2,947,697			
			PCL Constructors Northern Ontario Inc.	\$4,065,410			
Tender ENG20-81 Levesque Lift Station Upgrades	2	\$ 9,220,000 (C) Note: Budget has been and will be used for several lift station <u>upgrades</u> \$4,252,800	Bélanger Construction (1981) Inc.	\$3,987,780	\$3,987,780	Bélanger Construction (1981) Inc. 6/29/2020	One Time
			Cecchetto & Sons Ltd.	\$4,110,654			
Tender ENG20-82 Wanapitei Water Treatment Plant Aeration Blower Upgrades	6	<u>\$490,000 (C)</u> \$350,000	Cecchetto & Sons Ltd.	\$214,159	\$214,159	Cecchetto & Sons Ltd. 6/29/2020	One Time
			Mike Witherell Mechanical Ltd.	\$230,300			
			Bélanger Construction (1981) Inc.	\$244,600			
			Maki Construction Ltd.	\$254,100			
			BGL Contractors Corp.	\$258,900			
			Cecchetto & Sons Ltd.	\$214,159			
Request for Proposal ISD20-44 Employment Land Strategy	3	<u>\$250,000(O)</u> \$250,000	Cushman & Wakefield Ltd.	180/200	\$202,040	Cushman & Wakefield Ltd. 6/08/2020	One Time
			Watson & Associates Economists Ltd.	159/200			
			Hemson Consulting Ltd.	129/200			

(O) = Operating budgets and are presented on an annual basis
(C) = Capital budgets and are presented on a project basis

(H) = Housing budgets

APPENDIX A –Competitive Procurement Contract Awards ≥ \$100,000

Report period: April to June 2020

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
Tender ISD20-79 Supply, Delivery and Pick-Up of Asphalt Products (Standing Offer)	2	Various <u>Accounts</u> \$2,500,000	Pioneer Construction Beamish Construction	Various material rates and delivery charges	Approx. \$1,500,000 Note: Contract Award Value is based on estimated quantities	All Bidders 6/06/2020 Note: individual contract awards to be based on best price per scenario	Multi-Year (2020-2023 Option Years: 2024-2025)
Tender ISD20-59 Supply and Delivery of Aluminum Traffic Poles & Support Mast Arms (Standing Offer)	3	\$250,000 (C) Note: Budget will be used for several related <u>purchases/projects</u> \$150,000	Ewing Flagpole Co Inc./Ewing Traffic and Lighting Products Sentinel Pole & Traffic Equipment Limited Graybar Canada	\$38,841/yr \$58,471/yr \$80,779/yr	Approx. \$116,523 Note: Contract Award Value is based on estimated quantities	Ewing Flagpole Co Inc/Ewing Traffic and Lighting Products 6/15/2020	Multi-Year (2020-2023 Option Years: 2024-2025)

APPENDIX B - Non-Competitive Procurement Contract Awards (Including Emergency Purchases) ≥ \$100,000

Report period: April to June 2020

Description	Budget (\$)	Trade Agreement / By-Law Exemption / Council Resolution	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
PUR20-45 180,000 Level 3 Surgical Masks	COVID purchases were not in the budget	Urgent/Emergency Acquisition: COVID-19 PPE for front line workers (paramedics, fire fighters, police and Pioneer Manor). Quotation Procedure followed, in lieu of open-competitive procurement. Canadian Free Trade Agreement: Article 513: Limited Tendering 1. (d) if strictly necessary, and for reasons of urgency brought about by events unforeseeable by the procuring entity, the goods or services could not be obtained in time using open tendering.	\$322,200	Soucie Salo 4/02/2020	One Time
Victory Park Foundation Sealing	This project includes emergency purchase with funding from Capital General Holding Account Reserve of \$75,000, as well as Community Based EarlyOn Child and Family Centre Capital Program (CBEP) grant of \$202,302.	Quotation Procedure conducted. Original contract award was under \$100,000. Due to unforeseeable site issues, change orders increased the final contract value.	\$200,400	1763995 Ontario Ltd o/a Maki Construction 4/04/2020	One Time

APPENDIX B - Non-Competitive Procurement Contract Awards (Including Emergency Purchases) ≥ \$100,000

Report period: April to June 2020

Description	Budget (\$)	Trade Agreement / By-Law Exemption / Council Resolution	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
PUR20-148 Security Cameras for Greater Sudbury Housing Authority	\$414,234 (C)(H)	City Council Resolution CC2020-95 from meeting of March 24, 2020	\$406,775	i-Vision Systems 4/09/2020	Multi-Year (2020-2025)
PUR20-86 Asset Management and Capital Planning Tool for Buildings and Facilities	\$260,000 (C)	Purchasing By-Law Schedule A: (5) Other, (11) Ongoing costs for software systems previously acquired.	\$219,300	Ameresco Asset Sustainability Group, A Division of Ameresco Canada Inc. 6/12/2020	Multi-Year (2020-2025)

APPENDIX C – Contract Awards > \$100,000 Resulting from Standing Offers

Report period: April to June 2020

Standing Offer Number/Title & Project Description	Contractor	Contract Award Value (\$)	Contract Award Date
ISD19-19 Engineering & Architectural Services Stormwater Compliance, Sampling Inspection and Reporting	Wood Environment & Infrastructure	\$117,803	4/22/2020
ISD19-19 Engineering & Architectural Services Wanapetei WTP Filter Performance Benchmarking	Aecom Canada Limited	\$176,890	5/08/2020
ISD19-19 Engineering & Architectural Services ENG20-51 - High Falls Rd Bridge (ID#1004) Replacement Scope Change #2 CA, Inspection, Post-Construction	Exp Services Inc.	\$379,680	5/08/2020
ISD19-19 Engineering & Architectural Services ENG20-53 Spanish River Road Bridge (ID#1000) Replacement	Aecom Canada Limited	\$178,286	5/25/2020
ISD19-19 Engineering & Architectural Services Wanapetei Water Treatment Plant Filter Performance Benchmarking	Aecom Canada Limited	\$236,260	5/27/2020
ISD19-19 Engineering & Architectural Services David Street WTP Condition Assessment	JL Richards & Associates Limited	\$198,541	5/28/2020
ISD19-19 Engineering & Architectural Services Improvements to Longyear Drive, Falconbridge	Aecom Canada Limited	\$281,884	6/03/2020
ISD19-19 Engineering & Architectural Services CA and Inspection - Paris, Notre Dame Bikeway	WSP Canada Group Limited	\$217,918	6/09/2020
ISD19-19 Engineering & Architectural Services Water Efficiency Strategy	Aecom Canada Limited	\$180,331	6/23/2020
ISD19-19 Engineering & Architectural Services Geotechnical & Soils Report - Expenses	WSP Canada Group Limited	\$247,263	6/29/2020

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(H) = Housing budgets

APPENDIX D - Amendments to Previous Reporting Periods Competitive Procurement Contract Awards ≥ \$100,000

Report period: April to June 2020

AMENDMENT TO: Q1 (January to March 2020) APPENDIX A - Competitive Procurement Contract Awards ≥ \$100,000

Additional Contract Awards:

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
Tender ENG19-3 Watermain Replacement & Road Resurfacing, Ash Street (Lively), Maple	8	<u>\$800,000 (C)</u> \$730,950	Hollaway Equipment Rental Ltd.	\$689,940	\$689,940	Hollaway Equipment Rental Ltd. 2/28/2020	One Time
			Teranorth Construction & Engineering Limited	\$739,343			
			Denis Gratton Construction Ltd.	\$842,544			
			MCA Contracting Ltd.	\$960,466			
			Dominion Construction	\$966,856			
			Bélanger Construction (1981) Inc.	\$974,464			
			Garson Pipe Contractors	\$1,385,734			
			Lacroix Construction Co. (2014)	\$1,868,882			
Tender ENG20-31 Asphalt Rehabilitation South	3	<u>\$3,025,000 (C)</u> \$2,952,725	Teranorth Construction & Engineering Limited	\$2,690,092	\$2,690,092	Teranorth Construction & Engineering Limited 3/30/2020	One Time
			Beamish Construction Inc.	\$2,872,758			
			Garson Pipe Contractors	\$3,188,029			

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(H) = Housing budgets

APPENDIX D - Amendments to Previous Reporting Periods Competitive Procurement Contract Awards ≥ \$100,000

Report period: April to June 2020

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
Tender ENG20-32 Asphalt Rehabilitation - Various Subdivisions	2	<u>\$ 1,000,000 (C)</u> \$600,000	Beamish Construction Inc. Garson Pipe Contractors	\$639,166 \$887,807	\$639,166	Beamish Construction Inc. 3/30/2020	One Time
Tender ISD20-95 Unscheduled Equipment (Standing Offer)	23	Various <u>Accounts</u> \$8,300,000	1558649 Ontario Inc.; 1594686 Ontario Inc. 1650990 Ontario Inc.; Balsam Creek Farm Inc.; Bob Tait Construction; Bruce Tait Construction Ltd.; Centralian Tech Inc.; Comet Contracting Ltd.; D. Lafond Contracting Ltd.; Denis Gratton Construction; Dufour Waste Disposal Inc.; Ethier Sand and Gravel Ltd.; Herby Enterprises Ltd.; J&S Arbour Contracting Inc.; Jim's Portable Toilets and Septic Service Ltd.; Marc Lafreniere Construction; Northern Bulk Logistics; Piconeri Contractors Ltd.; Pioneer Construction Inc.; Ray Vachon Construction; St. Amour Contracting; William Day Construction Ltd. Wolf Lake Construction 2003 Inc.	Various hourly Rates	Approx. \$4,980,000 Note: Contract Award Value is based on estimated hours	All Bidders 2/27/2020 Note: Individual Contract Awards to be based on best price per scenario	Multi-Year (2020-2023 Option Years: 2024-2025)

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(C) = Capital budgets and are presented on a project basis

(H) = Housing budgets

APPENDIX D - Amendments to Previous Reporting Periods Competitive Procurement Contract Awards ≥ \$100,000

Report period: April to June 2020

AMENDMENT TO: Q1 (January to March 2020) APPENDIX C - Non-Competitive Procurement Contract Awards (Including Emergency Purchases) ≥ \$100,000

Additional Contract Awards:

Description	Budget (\$)	Trade Agreement / By-Law Exemption / Council Resolution	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
PUR20-143 Software Update Licence and Support for PeopleSoft	\$480,675 (O)	Sole Source - Purchasing By-Law Schedule "A" Exemption 5. (11) Ongoing costs for software systems previously acquired. Trade Agreement Exemption: CFTA - Article 513 1. (b)(iii) due to absence of competition for technical reasons.	\$412,487	Oracle Canada ULC 02/21/2020	One Time
PUR20-98 Supply & Installation: Acrylic Glass and Soft Cap for Sudbury Arena	Funded from the Capital General Holding Account Reserve	Emergency Purchase due to immediate health and safety risk.	\$190,300	Athletica Sport Systems 02/26/2020	One Time

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(H) = Housing budgets

For Information Only

Street Lighting Project Update

Presented To: Finance and
Administration
Committee

Presented: Tuesday, Sep 15, 2020

Report Date Tuesday, Aug 18, 2020

Type: Correspondence for
Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

The Roads and Transportation Division's principle responsibility is to provide a road network system that is safe and efficient for both vehicular and pedestrian traffic. The following commitments are the City's Statement of Values as presented on its web page:

- Managing the resources in our trust efficiently, responsibly and effectively
- Acting today in the interests of tomorrow

Not only will the conversion lower the City's carbon footprint but it would also result in Operating Budget savings.

Report Summary

This is an update for the ongoing LED street lighting project

Financial Implications

The project is currently in an estimated surplus of approximately \$0.5 million. Any surplus remaining upon completion of the project will be returned to holding account in accordance with the Capital Budget Policy.

The project was approved with funding from the Capital Financing Reserve Fund - General account as part of the 2020 Budget. Future energy savings will be contributed back to the reserve fund until the total amount is replenished.

Signed By

Report Prepared By

Sajeev Shivshankaran
Manager of Energy Initiatives
Digitally Signed Aug 18, 20

Division Review

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Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Sep 1, 20

Staff Report – LED Streetlights Conversion update

For information only

Purpose

This report is to update the Finance and Administration Committee on the status of the LED streetlights conversion project.

Background

The LED Streetlight Conversion project was approved in the 2020 budget. The project consists of converting all existing non-LED streetlights to LED under the AMO/LAS turnkey program with RealTerm Energy.

The approved budget, net of incentives for this project is \$6.15 Million. As part of the project, Realterm energy was required to complete an investment grade audit of the streetlight network to ascertain a firm cost estimate. The net cost provided including provisions for contingencies and decorative lighting conversions in the downtown core is \$5.6 Million. If this positive variance remains at the end of the project, the surplus will be returned to the holding account per the City's Capital Budget policy.

Status

Realterm has furnished the Investment grade Audit (IGA) and finished all the designs, complete with photo metrics and fixture selection, which formed the basis for cost estimates and materials procurement.

Delivery of materials for the conversion commenced in mid-June 2020 and installation started in early July. As of July 2020 all lighting materials except the decorative style have been delivered to the City. Realterm has contracted the installation to seven crews that have completed approximately 5,600 LED streetlight conversions and approximately 5,310 streetlights remain to be converted. Realterm expects that they will complete 100% of the conversion by November 2020. Upon completion, documentation will be submitted to the Independent Electricity System Operator (IESO) for receipt of the incentive for \$544,099. Realterm will also transfer all data files to the City and transfer all warranties upon completion.

Downtown Decorative Lighting

Lighting in the downtown core is a mix of decorative LED fixtures, decorative HPS fixtures and non-decorative fixtures. In order to provide a consistent approach to the lighting in the downtown, decorative LED fixtures are to be installed. The downtown Business Improvement Area (BIA) has been consulted and is supportive of the initiative. The BIA has committed to contributing \$100,000 towards the approximately \$595,000 cost of conversion and has been involved in the selection of fixture type and colour preferences.

Future Energy Savings

The City's Energy Engineer has been in contact with the respective utilities (Hydro One and Greater Sudbury Utilities) to advise as to the conversion of LED streetlights in their jurisdictions. Upon completion of the streetlight conversion, Realterm energy estimates that the City will reduce energy consumption by 7,399,527 kWh or 61%, with expected monetary savings of approximately \$1,059,479 or 41%.

Conclusion

The LED street lighting conversion project is approximately 52% complete as of August 19, 2020. It is expected that the contractor will meet the completion timeline of November 2020. Financially, the project is in a surplus of approximately \$0.5 Million. Any surplus remaining upon completion of the project will be returned to the holding account in accordance with the Capital Budget Policy.

For Information Only

Employment Land Strategy Update

Presented To: Finance and
Administration
Committee

Presented: Tuesday, Sep 15, 2020

Report Date Tuesday, Jul 14, 2020

Type: Correspondence for
Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

The Employment Land Strategy aligns with Council's Strategic Priorities. Two of the pillars of the 2019-2027 City of Greater Sudbury Strategic Plan are "Business Attraction, Development and Retention" and "Economic Capacity and Investment Readiness". Specifically, goals 2.2.C, "create plans that leverage the full capacity of the Greater Sudbury and Northern Ontario Mining Cluster to support further integration and expansion", and 4.2.D "ensuring that municipal capital project priorities appropriately consider economic impacts and the potential for private development" are applicable. Priority 1.4 Reinforce Infrastructure for New Development, specifically directs the completion of a strategy as follows: B. "Ensure the City has an adequate supply of serviced employment land and incentive framework in place to stimulate investment, development and job creation."

Report Summary

This report provides an update on the status of the Employment Land Strategy, a summary of the objectives and key deliverables as well as outlining the consultation strategy and timeline for completion.

Financial Implications

There are no financial implications associated with the report. Funding for the project has already been

Signed By

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Manager Review

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Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Aug 27, 20

allocated by the Greater Sudbury Development Corporation.

Staff Report: Employment Land Strategy

July 15, 2020

Planning Services Division

Background

In September 2019, staff were directed through resolution FA2019-58A1 to “proceed with the development on an Employment Land Strategy, as set out in the report entitled “Employment Land Strategy Proposal” from the General Manager of Growth and Infrastructure, and that the required maximum funding of 250 thousand dollars be provided by the Greater Sudbury Development Corporation (GSDC) and any remaining required funds be provided by the tax stabilization reserve as presented at the Finance and Administration Committee meeting on September 17, 2019.”

The purpose of the strategy is to ensure that the City of Greater Sudbury is well positioned to respond to employment land needs, foster economic growth, and can support a diversified economy now and into the future by providing an Employment Land Strategy that considers employment land designation, zoning and servicing to meet anticipated demand.

The Consultant

In March of this year, Cushman & Wakefield was selected as the successful consultant to undertake the development of the Employment Land Strategy. Cushman & Wakefield provides market and land asset strategies to Canada’s leading public and private sector institutions and corporations. They combine robust economic and financial analytics with a current understanding of market realities, to deliver achievable business and real estate strategies and solutions. Andrew Browning, a Professional Land Economist from Cushman & Wakefield, as the Project Manager has assembled a consultant team with a wide range of experience, including: Metro Economics, the Planning Partnership, the Niagara Planning Group, SCS Consulting Group and the Altus Group. The Consultant Teams experience includes the development of an Employment Land Strategy for the City of Thunder Bay, Municipal Comprehensive Review of Employment Lands for the City of Mississauga and the Niagara Gateway Economic Zone and Centre Employment Lands Strategy.

Key Deliverables

The schedule for the project includes the review, analysis and summary of several components that will form chapters and culminate in a final report and recommendations by early Q2 of 2021. The Consultant will provide a summary of each chapter as they are completed. The chapters of the Employment Land Strategy include:

Project Stage/Memoranda
1. Project Start-Up
2. Land Supply Analysis
3. Trends Analysis
4. Demand Forecast
5. Gaps/Constraints/Opportunities
6. Finance Strategy
7. Competitive Analysis
8. Planning for the Future
Draft Report
Final Report

Summaries of the chapters will be provided to Council and the GSDC for information as they are completed.

The Start-Up Meeting took place on June 16, 2020. The consultants are currently in the process of reviewing background documents and data provided by City staff and have completed a preliminary observational tour of the community.

Consultation and Communication

Regular updates will be provided to Council and the Greater Sudbury Development Corporation by way of for information reports and the conclusion of each chapter, and will include a summary of the work to date. As part of the first project stage, consultation with community stakeholders including landowners, employers, and community leaders, including Council, will take place. Additionally, an Over To You page has been launched that will include current information on the project and will provide an opportunity for public feedback.

References

1. Employment Land Strategy Proposal, Staff Report, September 17, 2019
<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1371&itemid=17470>

For Information Only

2020 Capital Budget Variance Report - June

Presented To: Finance and
Administration
Committee

Presented: Tuesday, Sep 15, 2020

Report Date Monday, Aug 31, 2020

Type: Correspondence for
Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters.

Report Summary

The purpose of this report is to provide information on the completed capital projects from August 1, 2019 to June 30, 2020, as well as the activity within the three holding account reserves.

Financial Implications

There are no financial implications associated with this report.

Signed By

Report Prepared By

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Division Review

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Recommended by the Department

Kevin Fowke
General Manager of Corporate
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Digitally Signed Sep 1, 20

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
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The Capital Budget Policy states that the CFO will provide the Finance and Administration Committee or Council with a Capital Variance Report. This report is for the period of August 2019 through to June 2020.

In accordance with the Capital Budget Policy, this capital variance report includes two sections: **Part A** – Completed Capital Report; and **Part B** – Holding Account Reserves Activity.

Part A – Completed Capital Report

This section of the report identifies capital projects in excess of \$200,000 which have been completed for the period of August 1, 2019 to June 30, 2020, as well as the cancelled projects for the same period. Variance explanations are included for variances over \$100,000 on completed capital projects (Appendix A – Table 1) as well as cancelled capital projects (Appendix A – Table 3).

The variances were as a result of tender pricing or relating to site conditions/scope changes. Most of the capital projects have achieved their approved scope.

The adjustments column on Appendix A – Table 1 and Appendix A – Table 2 represent transfers completed prior to January 1, 2019 between capital projects under the previous Capital Budget Policy. The Capital Budget Policy (in effect up to December 31, 2018) enabled staff to reallocate funds when projects were projected to exceed the approved budgets due to tender pricing or site conditions/scope changes in order to ensure completion of the approved scope of the project.

Capital projects reported as completed on Appendix A – Table 1 may not have all surpluses or deficits transferred to the Holding Account Reserves as of this report. Any other transfers made will be reflected as transfers to/from the Holding Account Reserve in future capital variance reports.

Appendix A – Completed Capital contains:

1. Table 1 –

Completed Capital Projects over \$200,000 with variances over \$100,000

This table provides a listing of all completed capital projects over \$200,000 with explanations of variances over \$100,000.

2. Table 2 –

Completed Capital Projects over \$200,000 with variances below \$100,000

This table provides a listing of all completed capital projects over \$200,000 with variances below the threshold of \$100,000.

3. Table 3 – Cancelled Capital Projects

This table provides a listing of all cancelled capital projects with variance explanations.

Part B – Holding Account Reserves Activity

The second part of this report provides the activity details of the three Holding Account Reserves.

Appendix B – Holding Account Reserves Activity for August 1, 2019 to December 31, 2019 contains the following information:

- 1. Capital General Holding Account Reserve – Tables 1-3**
- 2. Wastewater Holding Account Reserve – Tables 4-6**
- 3. Water Holding Account Reserve – Tables 7-9**

Appendix C – Tables 1-3 – Capital General Holding Account Reserve activity for January 1, 2020 to June 30, 2020 only as there were no transactions for the Wastewater or Water Holding Account Reserves for this period. This Appendix shows the funding from the Capital Financing Reserve Fund to replenish this account to \$4 million.

These three Holding Account Reserves were created in 2019 after Council approved the revised Capital Budget Policy and these reserves are to fund all project deficits (overspending) from other project surpluses (underspending).

The overall continuity schedule of the Holding Account Reserve details the transactions to and from, which highlight under and overspending.

Table 1 highlights the transactions from August 1st to December 31st, 2019, which include transfers due to over and underspending. Other transfers have been made with CAO and Council approvals, as well as transfers for emergency purchases as defined in the Purchasing By-law.

Table 2 highlights the surplus transfers to the Holding Account Reserve by project.

Table 3 shows the transfers from the Holding Account Reserve along with the corresponding explanations. It is to be noted that any project requiring more than \$100,000 from the Holding Account Reserve requires the approval of the CAO if it exceeds 10% of the original budget but is below \$250,000 total funding from the Holding Account Reserve. For projects that require more than \$250,000, Council approval is required as per the Capital Budget Policy.

Tables 4-6 provides information in the same format for the Wastewater Holding Account Reserve.

Tables 7-9 provides information in the same format for the Water Holding Account Reserve.

Appendix A - Table 1 - Variances over \$100,000
City of Greater Sudbury
Completed Capital Projects over \$200,000
Completed between August 1, 2019 to June 30, 2020

Division	Project Description	Budget	Council Approved Budget	Adjustments	Revised Budget	Final Cost	Transfer (to) / from Holding Account	Total Variance (Final Cost less Council Approved Budget)	Accomplishments	Variance Explanation
Variances Over \$100,000			(A)	(B)	(A) + (B) = (C)	(D)	(E)	=(A-D) or (B+E)		
Corporate Services and CAO's Office										
199 Larch	Emergency Generator	2015 Capital Budget	665,000	(41,937)	623,063	461,642	(161,421)	(203,358)	Project completed with intended scope. We removed existing equipment past useful life, and replaced with modern and upgraded capacity generator for entire City Hall site.	Tender pricing was favourable compared to budget.
Assets	Lionel E Lalonde Centre - HVAC (Unit 5)	2014 Capital Budget	75,000	172,411	247,411	247,411	-	172,411	Upgraded existing equipment due to life cycle	Tender pricing was unfavourable compared to budget. In addition, original budget was based on preliminary design and reallocation of budgets were used to complete the full project.
Economic Development	Farmer's Market - Relocation and Renovations	2013 Capital Budget	3,300,000	(1,423,162)	1,876,838	1,376,838	(500,000)	(1,923,162)	The project completed work on property acquisition, soil testing, permanent and semi-permanent structures for the Farmer's Market, as well as asphalt for the parking lot which also capped the pockets of contaminated soil. Additional work to renovate the CP Station was placed on hold until a defined use is established for the building.	There was \$1.4 million transferred to reserves at the end of 2018, where \$500,000 was retained at 2018 year end. These funds are not required at this time and any future project at Farmer's Market will flow through the Capital Prioritization process in future years.
Community Development										
Leisure	Redevelopment of Former St. Joseph's Hospital Parking Lot	2016 & 2017 Capital Budget Resolution CS2017-11	925,000	421,022	1,346,022	1,369,026	23,004	444,026	Redevelopment of former St. Joseph parking lot.	Phase 1 -Site redevelopment completed as per original scope with additional trenching and concrete wall repair as required.
Transit	Terminal Improvements - Elm St.	2017 Capital Budget	1,025,000	251,514	1,276,514	1,275,728	(785)	250,728	Upgrade to Transit Terminal interior finishes, exterior bus parking and painting of finishes.	Variance due to change in landscape design to improve crime prevention.
Growth & Infrastructure										
Environmental Services	Sudbury Landfill - Construction & Demolition Recycling Site Phase 2	2011 Capital Budget	1,000,000	(171,120)	828,880	823,713	(5,167)	(176,287)	A granular drop off pad, an asphalt paved main access road and an granular emergency access road was completed. The area will be operational in June 2021.	The updated consultant estimate came in over budget, therefore the scope of work was reduced to only accommodate an area to handle the current construction & demolition divertible items. The pad will need to be expanded if new divertible items are added to the diversion program.
Roads	Second Avenue (Coniston) Hwy 17 to Concession Street	2015 Capital Budget	885,000	-	885,000	417,398	(467,602)	(467,602)	Project is complete.	Variance is due to the following: tender prices more favourable than estimated for capital budget, reduced paving limits required to tie into Highway 17 than anticipated, reduced drainage improvements as the existing infrastructure was in better condition than anticipated.

Appendix A - Table 1 - Variances over \$100,000
City of Greater Sudbury
Completed Capital Projects over \$200,000
Completed between August 1, 2019 to June 30, 2020

Division	Project Description	Budget	Council Approved Budget	Adjustments	Revised Budget	Final Cost	Transfer (to) / from Holding Account	Total Variance (Final Cost less Council Approved Budget)	Accomplishments	Variance Explanation
Roads	MR 15 from 400 m West of Belisle Drive to 1.8 km West of Martin Road	2017 Capital Budget	4,350,000	-	4,350,000	2,490,190	(1,748,862)	(1,748,862)	Project is complete.	Variance is due to the following: tender prices more favourable than estimated for capital budget, reduced paving work required due to overlapping limits with bridge rehabilitation projects, reduced drainage improvements as the existing culverts and ditching was in better condition than anticipated.
Roads	Second Avenue (Sudbury) - Widening from Donna Drive to 100 Metres North of Kenwood Street	2014 Capital Budget	7,000,000	(582,013)	6,417,987	6,206,468	(211,519)	(793,532)	Project is complete.	Variance is due to the following: tender prices more favourable than estimated for capital budget, design innovation to specify polypropelene pipe material for new storm sewer outlet through Adamsdale Park, cost sharing with Cemetaryies and Parks to complete restoration work in the Civic Cemetary and Dog Park, and reduced scope for utility relocations than anticipated.
Roads	Danforth Avenue from Fielding Street to Barrington Street	2018 Capital Budget	770,000	-	770,000	611,011	(158,989)	(158,989)	Project is complete.	Variance is due to the following: tender prices more favourable than estimated for capital budget, reduced hand placed paving limits required to tie into driveways, reduction in scope for drainage improvements as less ditching modification and culvert replacement were required than anticipated.
Wastewater Plants	Lift Station Upgrades / Station Power - Various Locations	2015 Capital Budget	1,060,000	(451,986)	608,014	593,315	(14,700)	(466,685)	Lift station upgrades is a program that will span over many future budget years.	Spending in this account related to various upgrades, bridge to Jacob Lift Station and condition assessments. Portion of original budget was moved to other Lift Station Upgrades accounts to fund other related lift station projects.

Appendix A - Table 2 - Variances under \$100,000
City of Greater Sudbury
Completed Capital Projects over \$200,000
Completed between August 1, 2019 to June 30, 2020

Division	Project Description	Budget	Council Approved Budget	Adjustments	Revised Budget	Final Cost	Transfer (to) / from Holding Account	Total Variance (Final Cost less Council Approved Budget)	Accomplishments
			(A)	(B)	(A) + (B) = (C)	(D)	(E)	=(A-D) or (B+E)	
Variances Under \$100,000									
Community Safety									
Emergency Services	Medical Equipment - Stair Chairs Power x 25	2017 Capital Budget	254,400	-	254,400	218,544	(35,856)	(35,856)	Purchase and installation of 25 Ferno Powertraxx Power Stair Chair units was completed in 2019 as outlined in the original project scope.
Emergency Services	Ambulances	2019 Capital Budget and Insurance Proceeds	566,989	-	566,989	539,138	(27,851)	(27,851)	As outlined in the 2019 capital budget, the original scope was to purchase 3 ambulances as part of the ambulance replacement cycle.
Fire	Support Unit	2017 Capital Budget	202,399	5,183	207,582	208,072	490	5,673	Project scope was to purchase support vehicles. Multiple support vehicles were purchased, with the addition of lights, signage, radios and cabs to ensure they were ready for use.
Community Development									
Transit	Scheduling Software Upgrade	2017 Capital Budget	200,000	-	200,000	172,938	(27,062)	(27,062)	Improved scheduling technology for optimal routing and improved customer service. Surplus result of PTIF funds not received (as no spending) and Prov Gas Tax revenues that can be earned on other Transit projects.
Corporate Services									
Assets	Replace Boiler - Electric (TDS)	2015 Capital Budget	250,000	(66,832)	183,168	201,373	18,205	(48,627)	Replaced aged equipment
Information Technology	Network/Wireless/Security Infrastructure	2014 - 2017 Capital Budget	200,000	-	200,000	211,978	11,978	11,978	Replacement and improvement upon network, security and WIFI technology.
Growth & Infrastructure									
Environmental Services	Compost Pad & Diversion Areas	2018 Capital Budget	205,250	-	205,250	202,276	(2,974)	(2,974)	Granular compost pad was completed.
Bridges	Bridge Inspections/Evaluations	2016 Capital Budget	200,000	58,476	258,476	171,532	(86,943)	(28,468)	Bridge inspections are performed every 2 years and on an as-needed basis where required. Inspections were completed as planned.
Roads	Creighton Road	2018 Capital Budget	400,000	44,894	444,894	424,538	(20,356)	24,538	Project complete. Variance due to higher tender prices than anticipated during budget estimate.
Roads	McAllister Avenue from Lasalle Boulevard to South End	2018 Capital Budget	320,000		320,000	318,809	(1,191)	(1,191)	Project complete.
Roads	Bonin Street from MR 15 to Montee Principale	2018 Capital Budget	500,000		500,000	433,953	(66,047)	(66,047)	Project complete. Variance due to favourable tender prices lower than anticipated during budget estimate.
Roads	Avalon Road from Bancroft Drive to South End	2018 Capital Budget	400,000	(60,000)	340,000	273,604	(13,340)	(73,340)	Project complete. Variance due to favourable tender prices lower than anticipated during budget estimate.
Roads	Strathmere Court from Robinson Drive E to Robinson Dr W	2018 Capital Budget	225,000		225,000	157,259	(67,741)	(67,741)	Project complete. Variance due to favourable tender prices lower than anticipated during budget estimate.
Wastewater Plants	Annual SCADA/Communication Upgrades	2014 Capital Budget	250,000	51,651	301,651	301,651	-	51,651	This is a project to upgrade electrical, SCADA and communication systems to lift stations

Appendix A - Table 3 - Cancelled Capital Projects
City of Greater Sudbury
Completed Capital Projects over \$200,000
Completed between August 1, 2019 to June 30, 2020

Division	Project Description	Budget	Original Council Approved Budget	Adjustment to Budget	Revised Budget	Final Cost	Transfer to Holding Account	Explanation
Cancelled Projects								
Corporate Services and CAO's Office/Citizen Services								
199 Larch	Stairs - Exterior Stair Modification/Refurbishment	2015 Capital Budget	20,000	-	20,000	-	(20,000)	Funding for remaining Paris St courtyard not approved, so this work is being deferred for prioritization in a future budget year.
199 Larch	Waterproofing/roofing repairs for upper Concourse at Daycare	2015 Capital Budget	150,000	-	150,000	-	(150,000)	Funding for remaining Paris St courtyard not approved, so this work is being deferred for prioritization in a future budget year.
199 Larch	Waterproofing repairs for upper Concourse at planters	2015 Capital Budget	40,000	(2,035)	37,965	-	(37,965)	Funding for remaining Paris St courtyard not approved, so this work is being deferred for prioritization in a future budget year.
Assets	Building Shell - Fire-Rating Repairs Design	2017 Capital Budget	100,000	-	100,000	-	(100,000)	Budget no longer required as covered from other existing budgets. Any additional work will be prioritized in future budget years.
Assets	Interior Plumbing Upgrades and Refurbishments	2016 Capital Budget	25,000	-	25,000	10,438	(14,562)	Multiple contractors finishing projects, this work was delayed to avoid constructor issues with Ministry of Labour.
Assets	Interior Plumbing Upgrades and Refurbishments	2018 Capital Budget	25,000	-	25,000	-	(25,000)	Estimate for work greater than budget, will be included in prioritization in a future budget year.
Assets	Internal Building Sanitary and Rain Water Drainage - Investigation & Repair	2016 Capital Budget	20,000	-	20,000	-	(20,000)	Multiple contractors finishing projects, this work was delayed to avoid constructor issues with Ministry of Labour.
Assets	HVAC Smoke Exhaust Fans 200 Brady	2018 Capital Budget	50,000	3,487	53,487	-	(53,487)	Solutions due to design of facility are not simple or cost effective. Working on potential solution with engineer and will be prioritized in a future budget year.
Assets	Smoke Seal and Firestop	2018 Capital Budget	25,000	-	25,000	-	(25,000)	Estimate for work greater than budget, will be included in prioritization in a future budget year.
Assets	Various Mechanical Upgrades	2018 Capital Budget	15,000	-	15,000	-	(15,000)	Estimate for work greater than budget, will be included in prioritization in a future budget year.
Assets	Window Upgrades	2018 Capital Budget	50,000	-	50,000	-	(50,000)	Project to be cancelled as submissions received are over budget. Work will be reconsidered in a prioritization in a future budget year.
Facilities	HVAC Humidification System Upgrade	2016 Capital Budget	125,000		125,000	-	(125,000)	Multiple contractors finishing projects, this work was delayed to avoid constructor issues with Ministry of Labour. This will be prioritized in a future budget year.
Facilities	Ventilation Fan (Fresh Air Fan #15)	2017 Capital Budget	80,000		80,000	-	(80,000)	Estimate for work greater than budget, will be included in prioritization in a future budget year.
Corporate Services	Corporate Infrastructure	2018 Capital Budget	60,669		60,669	-	(60,669)	Due to the anticipated COVID deficit for 2020, several capital projects with no activity in the past 24 months were cancelled. Priority will be reassessed and be included in capital prioritization process in a future year when project is ready to proceed.
Information Technology	Database Licenses	2017 Capital Budget	40,000	-	40,000	-	(40,000)	Achieved a compliant Microsoft license audit, thus funds not required.
Citizen Services	Museum Website	2015 Capital Budget	30,000		30,000	4,656	(25,344)	Remaining budget was moved to Holding Account to help offset COVID deficit. This project, however, continues to be a priority for Greater Sudbury Museums in the near future and will be included in future capital budget prioritizations.
Citizen Services	Library Archive	2012, 2013 Capital Budget	140,000	(16,172)	123,828	19,959	(103,869)	Due to the anticipated COVID deficit for 2020, several capital projects with no activity in the past 24 months were cancelled. Priority will be reassessed and be included in capital prioritization process in a future year when project is ready to proceed.
Community Development								
Leisure	Copper Cliff Splash Pad	2018 Capital Budget	50,000	-	50,000	-	(50,000)	Project cancelled as part of the mitigation strategy to offset projected 2020 year end operational deficit due to COVID19.
Transit	Stop Announcement System Upgrade	2017 Capital Budget	7,000	123	7,123	-	(7,123)	Required an upgrade due to AODA requirements. There were other functionalities that we needed from Consat as well as to meet AODA and operational needs. Thus, opted for an increased service agreement for lower costs in the long run. The capital cost wasn't incurred as was included within functionalities with the service upgrade.

Appendix A - Table 3 - Cancelled Capital Projects
City of Greater Sudbury
Completed Capital Projects over \$200,000
Completed between August 1, 2019 to June 30, 2020

Division	Project Description	Budget	Original Council Approved Budget	Adjustment to Budget	Revised Budget	Final Cost	Transfer to Holding Account	Explanation
Growth & Infrastructure								
Roads	Computerized Maintenance Management System	2015 Capital Budget	75,000		75,000	-	(75,000)	Due to the anticipated COVID deficit for 2020, several capital projects with no activity in the past 24 months were cancelled. Priority will be reassessed and be included in capital prioritization process in a future year when project is ready to proceed.
Roads	Barry Downe Bus Bay	2015 Capital Budget	140,000		140,000	6,998	(133,002)	Project postponed due to property requirements and pending legal agreement with New Sudbury Shopping Centre.
Roads	Automatic Vehicle Locators and software development	2016 Capital Budget	200,000		200,000	1,437	(198,563)	Due to the anticipated COVID deficit for 2020, several capital projects with no activity in the past 24 months were cancelled. Priority will be reassessed and be included in capital prioritization process in a future year when project is ready to proceed.
Roads	Azilda Koskiniemi	PL2016-36 Resolution (Cost Sharing Agreement)	381,944		381,944	-	(381,944)	Due to the anticipated COVID deficit for 2020, several capital projects with no activity in the past 24 months were cancelled. Priority will be reassessed and be included in capital prioritization process in a future year when project is ready to proceed.
Roads	GIS	2018 Capital Budget	100,000		100,000	-	(100,000)	Due to the anticipated COVID deficit for 2020, several capital projects with no activity in the past 24 months were cancelled. Priority will be reassessed and be included in capital prioritization process in a future year when project is ready to proceed.
Roads	Surveys and Land Transfers	2016 Capital Budget	100,000		100,000	1,791	(98,209)	Due to the anticipated COVID deficit for 2020, several capital projects with no activity in the past 24 months were cancelled. Priority will be reassessed and be included in capital prioritization process in a future year when project is ready to proceed.
Roads	Silver Hills Phase 2 (Tax Levy Funding only cancelled)	CC2016-399 Silver Hills Ph 2	6,658,351		6,658,351		(900,000)	Cost sharing agreement has been approved. Only City portion of funding has been cancelled (due to anticipated COVID deficit) and will be rebudgeted in future year when road project commences by the developer.
Wastewater Linear	Attlee Avenue-Gemmell Street to Lasalle Boulevard	2018 Capital Budget	200,000		200,000	-	(200,000)	Detailed design confirmed no further work on sanitary laterals or structures required.
Wastewater Plants	Sudbury WWTP - Parking Lot and Entrance Upgrades Design	2015 Capital Budget	70,000	-	70,000	-	(70,000)	To be reassessed in future budget years once the future RV dumping station is complete.
Water Linear	Consultant Guidelines Manual - Linear	2018 Capital Budget	25,000	-	25,000	-	(25,000)	Deferred to future years and will be included in future budgets when needed.
Water Plants	Backflow Cross-Connection Reduction	2017 Capital Budget	20,000	-	20,000	-	(20,000)	This item will be included in fututre lift stations upgrades projects when budgeted.

CITY OF GREATER SUDBURY
Continuity of Reserve - Capital General Holding Account
Appendix B - Table 1

Opening Balance - August 1, 2019 **1,640,408**

Transfer to Holding Account - Project Surpluses

Administration	407
Assets	955,796
CD Facilities	24,215
Citizen Services	23,275
Environmental Services	65,624
Fire	14,839
Information Technology	168,924
Leisure	30,209
Pioneer Manor	1,220
Roads	531,871
Transit	7,123

Appendix B - Table 2 **1,823,503**

Transfer from Holding Account - Project Deficits

Assets	(94,647)
CD Facilities	(932)
Children and Citizen Services	(1,431)
Drains	(2,088)
Facilities	(3,247)
Fire	(4,693)
Fleet	(20,115)
Leisure	(47,075)
Library	(13,839)
Park Equipment	(832)
Pioneer Manor	(44,988)
Roads	(255,791)
Social Services	(0)
Transit	(801)
Water CWWWF	(291)

Appendix B - Table 3 **(490,770)**

Transfer from Holding Account - CAO Approval

Roads (49,701)

Appendix B - Table 3 **(49,701)**

Transfer from Holding Account - Council Approvals

Roads (600,000)

Appendix B - Table 3 **(600,000)**

Transfer from Holding Account - Emergency Purchases

Assets	(30,039)
CD Facilities	(5,000)
Leisure	(154,189)
Pioneer Manor	6,106
Roads	(15,540)

Appendix B - Table 3 **(198,663)**

Ending Balance - December 31, 2019 **2,124,778**

Appendix B - Table 2 - Transfers to Holding Account (Project Surpluses)

Transfers to Holding Account		
Section	Description	Holding Account Contribution (Aug to Dec 2019)
Administration	Ergonomic Furniture	407
Assets	Assets Contingency	6,767
Assets	Building Upgrd - Various	61
Assets	Energy Conservation-VariouLoc	61,871
Assets	Energy Saving Initiatives	26,168
Assets	Farmer's Market Building	500,000
Assets	Fire Rating Repairs Design	100,000
Assets	Health and Safety Upgrades	1,978
Assets	HVAC System Upgrade	49,337
Assets	Loading Dock Bumpers	5,292
Assets	Plumbing Upgrades	14,562
Assets	Plumbing Upgrades	25,000
Assets	Rain Water Drainage Repair	20,000
Assets	Smoke Exhaust Fans 200 Brady	53,487
Assets	Smoke Seal and Firestop	25,000
Assets	Various Mechanical Upgrades	15,000
Assets	Window Pane Replacement	50,000
Assets	Window Pane Replacement	1,273
CD Facilities	Barrydowne Arena	16,400
CD Facilities	Building Condition Assessments	300
CD Facilities	Health and Safety - Retrofits	878
CD Facilities	Kathleen Depot Re-roofing	2,760
CD Facilities	T.M. Davies Arena Drain/Walls	3,877
Citizen Services	Capreol CSC - Windows	352
Citizen Services	Lot Expansion-Capreol	8,951
Citizen Services	New Sudbury Library Walkway	10,822
Citizen Services	South End Renovations	3,150
Environmental Services	Azilda LF - Compost Pad	3,039
Environmental Services	Azilda LF-SW, Leachate&Wells	4,963
Environmental Services	Azilda LS Pad & Signs	4,810
Environmental Services	Landfill Wells	7,383
Environmental Services	Sud LF - Compost Pad	2,974
Environmental Services	Sud LF-Stormwater Mngtm	3,352
Environmental Services	Sudbury LS-Recycling Site Ph 2	5,167
Environmental Services	Various Engineering Studies	21,956
Environmental Services	Walden TS-SW, Leachate&Wells	11,981
Fire	Auto Extrication Tool	14,839
Information Technology	Database Licenses	40,000
Information Technology	Geographic Information Systems	121,934
Information Technology	Mobile/Remote Desktop Infrs	6,991
Leisure	Cote Park	6,800
Leisure	Howard Armstrong Sport Complex	5,739
Leisure	Marcel Tot Lot	65
Leisure	Naughton Community Centre	4,902
Leisure	Selkirk Park	9,261
Leisure	Valley East Twin Pad	3,198
Leisure	Victory Park Skate Park	244
Pioneer Manor	Outside Security	1,031
Pioneer Manor	Upgrade BAS	189
Roads	Active Transportation Imprvmts	27,897
Roads	Black Lake Road	(1,278)
Roads	Edward Avenue - Culvert	874
Roads	Future Roads Projects	(17,419)
Roads	Future Roads Projects	(10,000)
Roads	Garson Coniston Rd Bridge	(18,657)
Roads	Government Rd Bridge(Coniston)	5,699
Roads	Hesta Street	174
Roads	Junction Crk BridgeKelly Lk Rd	250,000
Roads	Little Panache Bridge	(38,653)
Roads	Leonard Street	90,997
Roads	Lillian Street	19,621
Roads	Manninen Road - Culvert	874
Roads	MR55 - Culvert	10,963
Roads	MR55 to McCharles LkRd 1.75kmW	4,978
Roads	Nickel Basin-McKenzie Crk Culv	3,495
Roads	Panache Lake Rd Bridge	(14,041)
Roads	Riverside Drive Bridge	(41,444)
Roads	Railway Crossing Improvements	11,205
Roads	St Nicholas	(2,844)
Roads	Sequin Street - Culvert	1,748

Note 1

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Note 1

Note 1

Note 1

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Note 1

Appendix B - Table 2 - Transfers to Holding Account (Project Surpluses)

Transfers to Holding Account			Note 1
Section	Description	Holding Account Contribution (Aug to Dec 2019)	
Roads	Skead Rd.	229,593	Note 1
Roads	Surface Treatment	(1,089)	
Roads	Travel Demand Mgmt Study	15,299	
Roads	Westmount Ave - Culvert	2,131	
Roads	Yorkshire Dr - Culvert	1,748	
Transit	Stop Announcement Upgrade	7,123	
Total		1,823,503	

Note 1 - All or a portion of surplus amounts transferred in first half of 2019 were returned to the project in the second half of 2019 as funds were required for the project.

Appendix B - Table 3 - Transfers from Holding Account (Project Deficits)

Transfers from Holding Account - Period of August 1, 2019 to December 31, 2019					
Section	Description	Original Budget	Max Draw	Holding Account Draw	Explanation
Assets	Assets Contingency	43,060	100,000	243	Change order for upgrade to existing mechanical system valve that was not operating properly (site conditions).
Assets	Boiler Replacement	50,000	100,000	23,395	Heating system required more investigation to ensure standards and codes are complied with.
Assets	Distribution Audit & Review	0	100,000	11,579	McGregorAllsop provided more investigative effort to perform the audit and review, and their itemized price breakdown differed from the line item estimate used prior to RFP tender.
Assets	Electrical Distribution Harmonics	17,000	100,000	10,176	Additional review was provided by McGregorAllsop and Greater Sudbury Utilities (GSU) for the electrical systems, and their itemized price breakdown differed from the line item estimate we used prior to RFP tender.
Assets	Health & Safety - Firehalls	70,000	100,000	20,810	Long Lake Fire Station 4 was noted to have the floor "depressed" (complaint that slab is sloped extensively) near a storm drain pipe. The pipe was investigated and flushed in 2018, but this was identified near winter 2018, so could not do the work until spring 2019. The storm drain repair was extensive and not part of original scope. The slab depression was compromising the integrity of the facility, so repairs were undertaken as soon as possible.
Assets	Skylight Replacement	165,000	100,000	4,643	Required for change orders due to site conditions from how 200 Brady was constructed prior to 199 Larch. Door frame did not have sufficient structure to attach to and this was not possible to view when being priced. Issues were related to how the 200 Brady expansion joint was built in 1972. There was a transfer from holding of \$4,120 for the period of Jan to July 2019.
Assets	Structural Report Repairs	200,000	100,000	22,106	Concrete column repairs were not in budget, but spalling/delamination repairs were noted to be performed in building condition assessment (BCA) and permit review. Upon detailed investigation from Structural Engineer, it was noted that immediate repairs were required in several locations.
Assets	Window Pane Replacement	75,000	100,000	1,696	Additional architectural work required to replace window pane.
CD Facilities	QueensAthletic Field Bleachers	95,000	100,000	932	No changes in the original approved scope, overage was due to inflationary increase in material and labour cost.
Children and Citizen Services	Civic Memorial - HVAC	50,000	100,000	1,431	No changes in the original approved scope, overage was due to inflationary increase in material and labour cost.
Drains	Minnow Lake STS	2,250,000	225,000	2,088	Insignificant overage compared to original budget - no explanation required.
Facilities	Red Deer Lake Fire Station Demo	35,000	100,000	3,247	Amount required to award tender as estimate was lower than market pricing.
Fire	Tanker Truck	306,750	100,000	4,693	Change order issued upon final inspection of fire tanker truck to address fire suppression requirements, such as hard suction adapters, additional rubberized cabinet protection and changes to utility door warning system.
Fleet	Specialty Equipment	350,000	100,000	20,115	Market value of equipment exceeded estimated budget.
Leisure	Arena Ammonia Audits	115,000	100,000	4,000	Bid came in \$4K higher than estimated project budget of \$115K. Due to health and safety concerns, would not able to adjust the approved scope of this project to offset the deficit.
Leisure	Arena Oil Separators	88,000	100,000	400	Contracted price came higher than original estimate, no change in original scope of the project.
Leisure	Scoreboards	218,017	100,000	3,460	Additional materials and labour was required to complete the project.
Leisure	Terry Fox Field Turf	225,000	100,000	39,214	Overage due to unplanned additional work related to restoration of damages field and surrounding areas, caused by contractor equipment, which wasn't planned in original estimates.
Library	Anderson Farm	50,000	100,000	245	Insignificant overage compared to original budget - no explanation required.
Library	Capreol CSC - Boiler	50,000	100,000	13,594	Insufficient funds in original budget to complete engineering and boiler replacement.
Park Equipment	Utility Truck	10,000	100,000	832	Overage should have drawn from Park equipment reserve and has been adjusted in 2020.
Pioneer Manor	Scheduling Software Upgrade	30,000	100,000	14,294	Software upgrade to scheduling system additional costs to correct problems not known at beginning of project.
Pioneer Manor	Therapeutic Equipment	62,000	100,000	30,694	Additional lifts ordered as required due to breakdowns.
Roads	Balsam St. Bridge	571,437	100,000	6,393	Required to fund consultant warranty inspection.
Roads	Government Rd Bridge(Coniston)	600,000	100,000	11,774	Required to fund consultant warranty inspection.
Roads	Mikkola Road Bridge	650,000	100,000	14,065	Required to fund consultant warranty inspection.
Roads	MR 15 Bridges	2,042,851	204,285	2,712	Required to fund consultant warranty inspection.
Roads	MR 55 (CPR Overhead)	1,020,000	102,000	1,254	Required to fund consultant warranty inspection.
Roads	Old Soo Road Culvert	275,000	100,000	10,109	Required to fund consultant warranty inspection.
Roads	Loach's Road	190,000	100,000	30,856	Modifications to scope required due to conditions discovered during construction that were not anticipated in budget estimate.
Roads	MR 55 (CPR Overhead)	1,000,000	100,000	1,006	Insignificant overage compared to original budget - no explanation required.
Roads	Rita Street	90,000	100,000	100,000	Modifications to scope required due to conditions discovered during construction that were not anticipated in budget estimate.
Roads	Roads Contingency	737,485	100,000	5,839	Contingency account where costs were higher than budgeted.
Roads	Tarneaud Street	260,000	100,000	71,492	Modifications to scope required due to conditions discovered during construction that were not anticipated in budget estimate.
Roads	Traffic Calming	170,000	100,000	291	Insignificant overage compared to original budget - no explanation required.
Transit	Replacement Buses	2,908,000	250,000	801	Market value of buses very narrowly exceeded estimated budget.
Water CWWWF	Spruce St-Regent to Travers St	5,257,000	250,000	291	Insignificant overage compared to original budget - no explanation required.
				490,770	

Appendix B - Table 3 - Transfers from Holding Account (Project Deficits)

Transfers from Holding Account - Period of August 1, 2019 to December 31, 2019

Appendix B - Table 3 - continued

CAO Approvals

Section	Description	Original Budget	Max Draw	Draw	Details
Roads	Brady Durham Greenstairs	1,641,515	85,849	11,934	Modifications to scope required due to conditions discovered during construction that were not anticipated in budget estimate.
Roads	CKSO Rd-Goodview to Leedale	960,000	92,000	559	Modifications to scope required due to conditions discovered during construction that were not anticipated in budget estimate.
Roads	Surface Treatment	3,771,000	0	37,208	Costs exceeded allowable draw from holding. These funds will be returned to Holding Account in Q3 2020 and excess costs will be funded from the 2020 Surface Treatment account.
49,701					

Council Approvals

Section	Description	Draw	Details
Roads	Arterials/Collectors Roads Program	600,000	As per FA2019-57 where portion of existing OCIF funding for Arterials/Collectors Road Program was reallocated to Gravel Resurfacing. Then the funding for Arterials/Collectors was replenished from this Holding Account.
		600,000	

Emergency Purchases

Section	Description	Draw	Details
Assets	Frobisher Salt Shed	28,732	This was an unplanned repair. Excess snow accumulated on exterior of shed, causing structural failure. These costs are for temporary shoring to maintain operations during winter conditions.
Assets	Mould Remediation	876	Economic Development (Tourism and Culture) had students (from an agreement with a local group) for the summer, but the group did not have proper quarters to house the students. Parks attempted to provide a trailer, but it was insufficient. The existing facility was unoccupied for a long time, where the mould grew. Since the building was not occupied the mould was not addressed due to lack of funding. The group needed to move into the facility for the size of rooms required, but the mould needed to be mitigated first.
Assets	Welcome Sign	431	The sign was installed in the early 2000's and has received maintenance. During a routine inspection, it was highlighted that the footings to the Highway 69 sign was failing. The condition of the footing would not allow for it to wait until 2020. This was an unplanned repair.
CD Facilities	Sudbury Arena Roof	5,000	Engineering report and test were required to access beams and supports systems at front entrance at Sudbury Community Arena.
Leisure	Ski Club Compressor	79,189	Replacement of old compressor at Adanac Ski Hill, replaced compressor was 40 + years old and beyond useful life cycle. Contractor performing servicing advised for immediate replacement. The compressor is a critical piece of equipment to support snow making activities at Adanac.
Leisure	Victory Playfield House	75,000	Mitigate mould and structural issues at Victory playground field house due to health and safety concerns.
Pioneer Manor	Generator Repair	(6,106)	Funds set aside for Emergency Purchase for this project in first half of 2019. However, funds were not required, thus funds returned to Holding Account.
Roads	Griffith Storm Sewer	15,540	Modifications to scope required due to conditions discovered during construction that were not anticipated in emergency repairs budget estimate.
		198,663	

CITY OF GREATER SUDBURY
Continuity of Reserve - Wastewater Rate Holding Account
Appendix B - Table 4

Opening Balance - August 1, 2019			1,877,875
Transfer from Capital Financing Reserve Fund - Wastewater			-
Transfer to Holding Account - Project Surpluses			
	Wastewater Linear	471,344	
	Wastewater Plants	255,918	
		Appendix B - Table 5	727,262
Transfer from Holding Account - Project Deficits			
	Wastewater Linear	(1,059)	
	Wastewater Plants	(29,174)	
		Appendix B - Table 6	(30,233)
Ending Balance - December 31, 2019			2,574,904

Appendix B - Table 5 - Transfers to Holding Account (Project Surpluses)

Transfers to Holding Account		
Section	Description	Holding Account Contribution (Aug to Dec 2019)
Wastewater Linear	Strathmere - Wastewater Lining	2,461
Wastewater Linear	York Street-Wastewater Lining	2,283
Wastewater Linear	Attlee - Gemmell to Lasalle	200,000
Wastewater Linear	Loach's Lining -Eden to Aspen.	100,000
Wastewater Linear	McAllister Avenue	97,400
Wastewater Linear	Public Awareness	15,000
Wastewater Linear	Sewer System Annual Repairs	4,200
Wastewater Linear	Trench Rescue Training	50,000
Wastewater Plants	Lively WWTP Process/Eqpt Upgrades	589
Wastewater Plants	Lift Station Upgrades	14,700
Wastewater Plants	ROI Technologies Study	17,419
Wastewater Plants	Sudbury WWTP Ph 2 Effluent System	7,094
Wastewater Plants	Sudbury WWTP Ph 2 Headhouse Upgrades	68,236
Wastewater Plants	Sudbury WWTP Ph 2 Odour Control	71,783
Wastewater Plants	Sudbury WWTP Ph 2 Odour Control	1,143
Wastewater Plants	Sudbury WWTP Ph 2 Plant Expansion	4,955
Wastewater Plants	Sudbury WWTP Ph3 Parking Lot Upgrades	70,000
Total		727,262

Appendix B - Table 6 - Transfers from Holding Account (Project Deficits)

Transfers from Holding Account - Period of August 1, 2019 to December 31, 2019					
Section	Description	Original Budget	Max Draw	Holding Account Draw	Reason for Draw
Wastewater Linear	Avalon Road	100,000	100,000	1,059	Insignificant overage compared to original budget - no explanation required.
Wastewater Plants	Plant Repairs & Equipment Rplm	350,000	100,000	29,174	Emergency concrete and equipment repair.
				30,233	

CITY OF GREATER SUDBURY
Reserve - Water Rate General Holding Account
Appendix B - Table 7

Opening Balance - August 1, 2019			1,745,210
Transfer from Capital Financing Reserve Fund - Water			-
Transfer to Holding Account - Project Surpluses			
	Water Linear	110,246	
	Water Plants	(7,154)	
		Appendix B - Table 8	103,092
Transfer from Holding Account - Project Deficits			
	Water Linear	(129,609)	
	Water Plants	(12,032)	
		Appendix B - Table 9	(141,642)
Ending Balance - December 31, 2019			1,706,661

Appendix B - Table 8 - Transfers to Holding Account (Project Surpluses)

Transfers to Holding Account		
Section	Description	Holding Account Contribution (Aug to Dec 2019)
Water Linear	Beatrice Crescent Culvert - Watermain Work	(84,351)
Water Linear	Various Bridges & Culverts - Watermain Work	(5,436)
Water Plants	Wahnapiatae WTP	22,077
Water Plants	Well Building Upgrades	(37,243)
Water Linear	Robin Culvert-Watermain	29,269
Water Linear	Watermain Rehabilitation	658
Water Linear	Public Awareness	15,000
Water Linear	Trench Rescue Training	100,000
Water Linear	Arvo Street	10,106
Water Linear	Consultant Guidelines Manual	25,000
Water Linear	Backflow Cross-Con Reduction	20,000
Water Plants	Distribution Support Equipment	8,012
Total		103,092

Note 1 - Surplus amounts transferred in first half of 2019 were returned to the project in the second half of 2019 as funds were required for the project.

Appendix B - Table 9 - Transfers from Holding Account (Project Deficits)

Transfers from Holding Account - Period of August 1, 2019 to December 31, 2019					
Section	Description	Original Budget	Max Draw	Holding Account Draw	Reason for Draw
Water Linear	Locates	444,041	100,000	3,537	Insignificant overage compared to original budget - no explanation required.
Water Linear	Dollard Ave	58,515	100,000	1,425	Insignificant overage compared to original budget - no explanation required.
Water Linear	Distribution Support	358,252	100,000	3,631	Insignificant overage compared to original budget - no explanation required.
Water Plants	TSSA Upgrade	545,282	100,000	12,032	Work performed to comply with TSSA regulations.
Water Linear	Loachs Lining	212,135	100,000	24,379	Project had deficiencies and was completed by the contractor this year. Require additional \$40,000 for change orders.
Water Linear	Leslie St.	867,982	100,000	5,885	Insignificant overage compared to original budget - no explanation required.
Water Linear	Attlee-Gemmell	800,000	100,000	16,205	Insignificant overage compared to original budget - no explanation required.
Water Linear	St Nicholas	150,000	100,000	3,242	Insignificant overage compared to original budget - no explanation required.
Water Linear	Wanapitei Trunk	50,000	100,000	71,307	The increase in the original budget of \$50,000 to \$420,000 reflects the estimated cost of a geotech consultant required prior to moving into the detailed design phase. This will be tendered in Q4 2020.
Total				141,642	

CITY OF GREATER SUDBURY
Continuity of Reserve - Capital General Holding Account
Appendix C - Table 1

Opening Balance - January 1, 2020		2,124,777
Transfer from Capital Financing Reserve Fund - General		
to replenish to \$4 million		1,875,223
Transfer to Holding Account - Project Surpluses		
Administration	164,538	
Assets	421,569	
Citizen Services	25,344	
Fire	262,000	
Leisure Services	50,000	
Transit	135,000	
Roads	6,240,741	
	Appendix B - Table 2	7,299,191
Transfer from Holding Account - Project Deficits		
Fire	(23,143)	
Information Technology	(228,924)	
Leisure Services	(21,800)	
Roads	(300,000)	
	Appendix B - Table 3	(573,867)
Transfer from Holding Account - CAO Approval		
Environmental Services	(7,749)	
	Appendix B - Table 3	(7,749)
Transfer from Holding Account - Council Approvals		
Roads	(1,735,000)	
	Appendix B - Table 3	(1,735,000)
Transfer from Holding Account - Emergency Purchases		
Assets	(35,000)	
Leisure Services	(220,300)	
	Appendix B - Table 3	(255,300)
Ending Balance - June 30, 2020		8,727,275
		Note 1

Note 1 - A portion of this balance is committed as a potential funding source in the amount of \$5.2 million towards the anticipated COVID deficit for the 2020 year end.

Appendix C - Table 2 - Transfers to Holding Account (Project Surpluses)

Transfers to Holding Account		
Section	Description	Holding Account Contribution (Jan to June 2020)
Administration	Library Archives	103,869
Administration	Corporate Infrastructure	60,669
Assets	Main Ventilation Unit Fan	5,000
Assets	Window Refurb	144,195
Assets	Window Pane Replacement	67,374
Assets	HVAC Humidification	125,000
Assets	Ventilation Fan	80,000
Citizen Services	Museum Website	25,344
Fire	Fire Tanker	135,000
Fire	Fire Engine	127,000
Leisure Services	Copper Cliff Splash Pad	50,000
Transit	Various Transit Related Studies for PTIF Phase 2	135,000
Roads	BarryDowne-Westmount-Hawthorne	400,000
Roads	Kingsway-Bancroft-Silver Hills	200,000
Roads	CNR Overpass (Falconbridge Rd)	380,000
Roads	Douglas Street Bridge	267,000
Roads	Bowlands Bay Bridge	200,000
Roads	Brookside Road	100,000
Roads	Frappier Road Bridge	380,000
Roads	Allan Street Bridge	304,000
Roads	MR15 Belisle to Martin	1,748,862
Roads	Second Avenue (Sudbury)	211,519
Roads	Strathmere Court	67,741
Roads	Avalon Road	13,340
Roads	Creighton Road	20,356
Roads	Second Avenue (Coniston)	4,978
Roads	Danforth Avenue	38,989
Roads	McAllister Avenue	1,191
Roads	Bonin Street	16,047
Roads	GIS/Maintenance Mgmt System	100,000
Roads	Surveys and Land Transfers	98,209
Roads	Azilda Koskiniemi	381,944
Roads	Silver Hills Phase 2	900,000
Roads	Automatic Vehicle Locator	198,563
Roads	MMMS	75,000
Roads	Barry Downe Bus Bay	133,002
		7,299,191

Appendix C - Table 3 - Transfers from Holding Account (Project Deficits)

Transfers from Holding Account - Period of January 1, 2020 to June 30, 2020					
Section	Description	Original Budget	Max Draw	Holding Account Draw	Explanation
Fire	Rigid Hull Inflatable Boat	250,000	100,000	23,143	Tenders received for the purchase of the boat were higher than estimated due to market conditions.
Information Technology	Telecom PBX Upgrade - Hardware/Software	553,301	100,000	100,000	The original project estimate planned for spending of \$100,000 in Operating Budget tha didn't occur in the prior year, so funds were no longer available in 2020 when the project was executed. The funds were required to award the tender.
Information Technology	Mobile/Remote Desktop Infrastructure	20,000	100,000	6,991	Surplus that was moved in 2019 was reversed in 2020 and returned to the project as funds required for project completion.
Information Technology	Geographic Information System	190,623	100,000	121,934	Surplus that was moved in 2019 was reversed in 2020 and returned to the project as funds required for project completion.
Leisure Services	Cote Park	80,000	100,000	6,800	Project is part of Playground Revitalization Program. Surplus moved in 2019 was reversed in 2020 as funds can be used for other playgrounds within this Program.
Leisure Services	Selkirk Park	80,000	100,000	9,261	Project is part of Playground Revitalization Program. Surplus moved in 2019 was reversed in 2020 as funds can be used for other playgrounds within this Program.
Leisure Services	Howard Armstrong Sport Complex	80,000	100,000	5,739	Surplus that was moved in 2019 was reversed in 2020 and returned to the project as funds required for project completion.
Roads	Ironside Lake Rd Bridge	500,000	100,000	100,000	Modifications to scope required during detailed design
Roads	Kelly Lake Rd-Lorne to Bridge	2,000,000	200,000	200,000	Modifications to scope required due to conditions discovered during construction that were not anticipated in budget estimate.
				573,867	
CAO Approvals					
Section	Description	Original Budget	Max Draw	Draw	Details
Information Technology	Telecom PBX Upgrade-Hardware/Software	553,301	10,660	7,749	Additional funds needed to award tender
				7,749	
Council Approvals					
Section	Description	Draw	Details		
Roads	MR80-Maley to McCrea Heights	1,735,000	Approved scope change to this contract as per FA2020-23 from the Finance & Administration Committee Report presented on June 2, 2020.		
		1,735,000			
Emergency Purchases					
Section	Description	Draw	Details		
Assets	Water&Ice Buildup Lively FS#7	35,000	Discharge from sump pump and roof water leaders (drain pipes) expel water into laneway between two CGS facilities in Lively. However, in winter the ponding of water freezes and causes a slip hazard where employees park in case of a call. This is an emergency purchase due to a staff injury and to aide in mitigation on any future occurrences.		
Leisure Services	Sudbury Arena-Acrylic Glass and Soft Cap	190,300	Ontario Hockey League mandated OHL venues to be equipped with NHL style approved acrylic glass and soft cap board system for players safety from concussions, potential severity of injuries and this system would create much safer playing environment for players. In addition, over the years workers have been injured at Sudbury Arena during conversion from ice to concerts and basketball games preparation, where old glass system (139 pieces each weighing approximately 450lbs) at Sudbury Arena must be removed and replaced, this conversions caused a greater risk to workers. City's Health and Safety section conducted a review and assessment of the conversion process and recommended to replace the existing glass system to acrylic glass due to safety risks involved with the weight and challenging removal process Therefore, required to replace the old glass system at Sudbury Arena to approved glass and board system.		
Leisure Services	Roof Leak at McClelland Arena	30,000	Roof above the mechanical room at McClelland Arena failed and saturated, therefore emergency restoration was required to mitigate further damage.		
		255,300			