

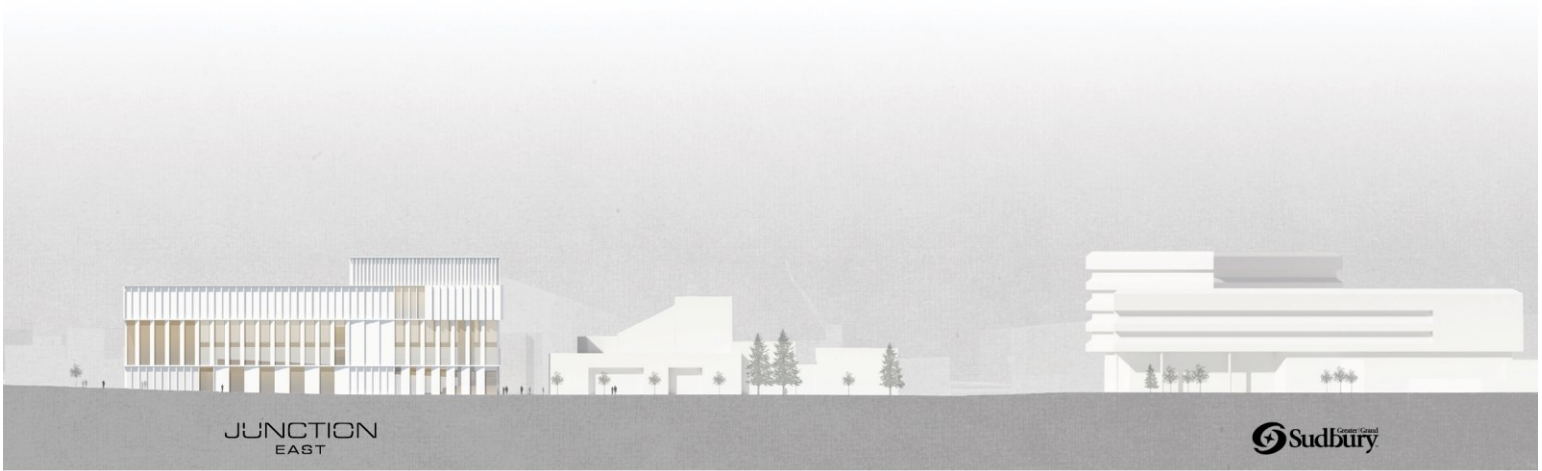
UPDATE MAY 2022



JUNCTION EAST

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Community Engagement

The Junction Engagement - 2018

In 2018, when The Junction projects (new Central Library/Art Gallery and Convention/Performance Centre) were planned to proceed together on an integrated site in downtown Sudbury, the City held a two-month community engagement campaign to obtain public input into these projects.

This campaign included a public open house, online survey, library drop-ins, pop-ups and community hijacks. The campaign culminated in a design charrette during which the working group identified five success criteria for these two projects – the “vision for success”. These criteria included:

Sustainability; economic, social, environmental, and political

- Celebrated architecture
- A destination for tourists
- A catalyst for community growth and economic development, and
- Accessibility for all abilities, ages, and social groups

Due to a variety of factors and unpredicted pressures, in May of 2019 Council selected a new preferred location for the library/art gallery component of The Junction – the Shaughnessy East site (Sudbury Theatre Centre parking lot). At this alternate site, the Library/Art Gallery project became known as “Junction East” and presented the opportunity to partner with both the Sudbury Theatre Centre and the Sudbury Multicultural and Folk Arts Association, to create a cultural hub in downtown Sudbury.

Junction East Engagement – 2020/2021

Drawing on the results of the engagement conducted in 2018, and beginning in the fall of 2020, an intense community engagement campaign was undertaken to refine the vision for Junction East. The feedback garnered from this engagement defined public spaces, shared spaces, building spaces, materials, described anticipated finishes, equipment, and sustainability needs.

During the community engagement campaign, the City hosted four Public Open Houses, received more than 300 completed surveys, and conducted over 25 community focus group sessions that targeted specific audiences and communities for an inclusive approach, and included, but was not limited to Francophone cultural organizations, the LGBTQ2IA+ community, families and children, seniors, sustainability, downtown businesses and neighbours, social service providers and black, Indigenous, people of colour and newcomers to name a few.

Also integrated into the engagement campaign was a specific Indigenous engagement process, led by First Peoples Group. They designed a process to engage with Indigenous and Metis



residents of Greater Sudbury and with the Nations whose territories overlap with the City of Greater Sudbury to gather ideas and feedback that informed the design of the Junction East facility. Utilizing a variety of engagement methods, the goal of the Indigenous outreach and engagement was to create a space for Indigenous community members to provide ideas and feedback that directly influenced the functional design of the facility including shared spaces and programming objectives.

Engagement Outcomes

Common themes and desires expressed by the community emphasized that Junction East must be welcoming, inclusive, and accessible. These features can be seen throughout the design of Junction East and are highlighted specifically by the community living room, the inclined pathway, trilingual and accessible signage, and all gender washrooms.

As a result of the engagement campaign, the vision for success was validated and continues to be the guiding principle for the project. In addition, and as a direct result of what was heard during engagement the following design themes were established:

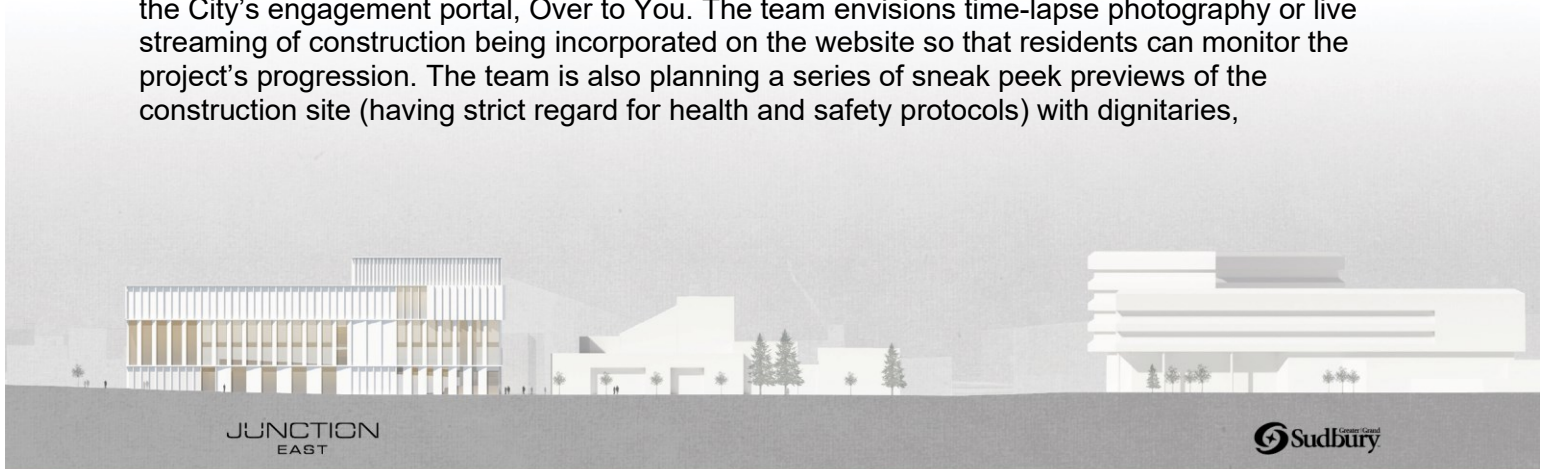
- Public realm – represent our diverse community of various cultures
- Form – the communicative power of buildings
- Inhabited art – art and architecture working together
- Inside/outside – diffusing their boundaries
- Interior landscapes – interior spaces as organic terrains
- Materiality and playfulness – craftsmanship, scale, colour, and textures

This thoughtful and thorough campaign allowed the City to engage with more than 500 community members and stakeholders and is supported by impressive social media statistics. What is especially impressive is that this was achieved by virtual engagement methods during the COVID-19 pandemic.

As the building evolves and the designs are refined, these design themes and vision for success are used as a lens to ensure that we are creating the building envisioned by our community. That ensures that Junction East has the transformative qualities to achieve the desired outcomes related to revitalization, economic development, enhanced regional tourism, talent attraction and youth retention.

Future Opportunities

Council can look forward to seeing future opportunities for the public be engaged in the project. For example, there will be an opportunity for the public to comment and provide feedback on the how the schematic design is emerging through scheduled open houses and on the City's engagement portal, Over to You. The team envisions time-lapse photography or live streaming of construction being incorporated on the website so that residents can monitor the project's progression. The team is also planning a series of sneak peek previews of the construction site (having strict regard for health and safety protocols) with dignitaries,



stakeholders, media and selected citizens. These are just a few upcoming engagement activities that are planned for the project.

Junction East represents an opportunity to create a multi-disciplined cultural facility to serve the people of Greater Sudbury. It is an opportunity to ensure that we are inclusive and respectful of Indigenous Nations, organizations and individual citizens. As such, a broadly representative Junction East Indigenous Advisory Committee will be formalized over the next few months. This committee will provide advice and guidance to the Large Projects Team as this project moves towards completion.

The Junction East partner organizations also have strong linkages across our community and an ongoing interest in building engagement platforms and programs that will lead to increased community participation and ownership in the future.



Project Construction Costs

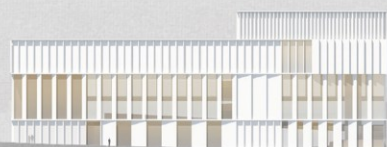
The City of Greater Sudbury received a Class D Cost Estimate accurate to +/- 20% for the costs of construction associated with the approximately 104,000 ft² Junction East project. In addition to the estimate, sustainable design scenarios have also been estimated in the Net Zero and Sustainable Design Feasibility Study to the Class D level. The recommended design scenario is captured in the cost table below.

Project Costs		
Cost of Building		
Building Construction		\$52,800,000
Site and Landscape		\$2,700,000
	Subtotal	\$55,500,000
Soft Costs		
Professional Fees		\$5,500,000
Furniture and Equipment		\$1,500,000
Building Permit		\$800,000
Soft Cost Contingency		\$1,800,000
	Subtotal	\$9,600,000
Contingencies		
Design Contingency (5%)		\$2,900,000
Escalation Allowance (7.3%)		\$4,900,000
Construction Contingency (3%)		\$2,000,000
	Subtotal	\$9,800,000
Enhanced Sustainability		\$6,100,000
Enhanced Accessibility		\$2,000,000
Accessibility Enhancement Pathway		\$2,400,000
Public Art		\$700,000
	Subtotal	\$11,200,000
Other Project Costs	Subtotal	\$5,500,000
	Total Net HST	\$91,600,000
	HST Payable by Municipality	\$1,600,000
	Total	\$93,200,000

The cost of building estimate encompasses all the materials and labour to develop the Junction East by elemental classification. Details of the Project Costs from the Class D estimate are provided below.



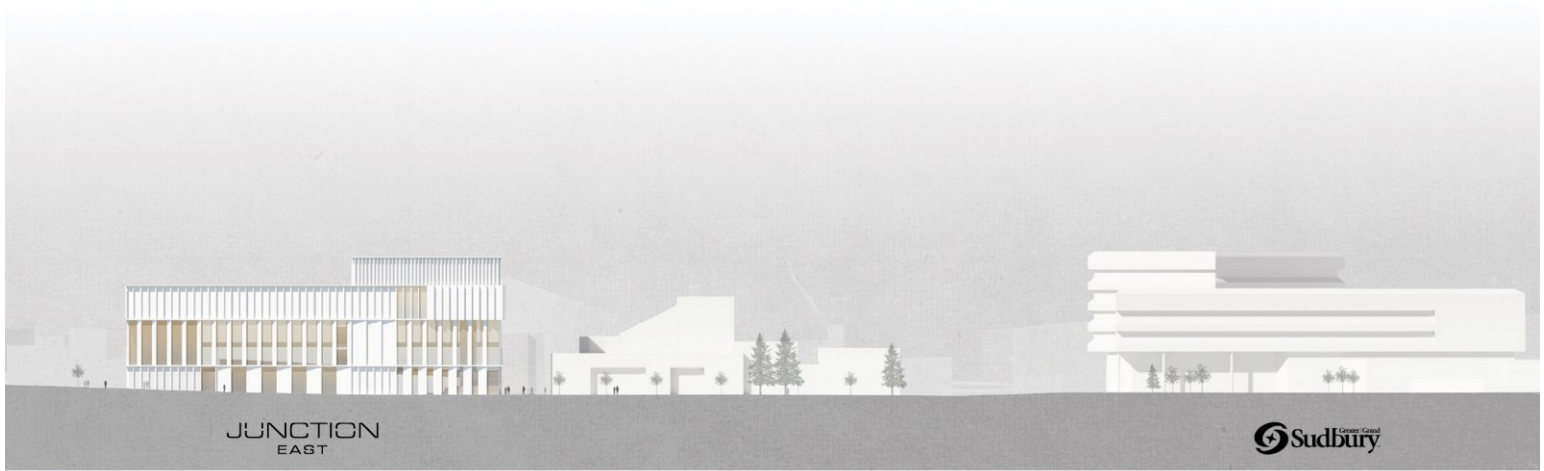
Project Cost Details		
Cost of Building	A1. Substructure	Helical piles, grade beams, and pile caps
	A2. Structure	Steel structure; for information on mass timber please refer to the sustainable design and emissions background document
	A3. Exterior Enclosure	Cladding system with R-25 wall and R-40 roof values to meet building code; double glazed curtain walls and windows in base option. Enhanced sustainability includes upgraded insulation with R-30 wall and R-50 roof, and triple glazed systems.
	B1. Partitions & Doors	Drywall and metal stud walls including reinforced concrete shaft walls
	B2. Finishes	Floor finishes, ceiling finishes, and wall finishes
	B3. Fittings & Equipment	Metals such as handrails, and elevator pit ladders
	C1. Mechanical	Plumbing and drainage, fire protection, HVAC, and controls
	C2. Electrical	Service and distribution, lighting, devices and heating systems, and ancillaries
	D1. Site Work	Existing removals, hardscape and softscape site development, mechanical and electrical site services
Soft Costs		Professional fees for architectural and engineering services, commissioning authority, and geotechnical investigations; furniture and equipment; building permit fees; a general contractor commissioning allowance; and a soft cost contingency
Contingencies		<p>Design contingency set to 5%. The contingency accounts for features that will not be captured in the drawings and specifications until detailed design.</p> <p>Escalation allowance set to 7.3%. Escalation is set at 4% per annum to the mid-point of an estimated 24-month construction schedule, for an anticipated construction start in Q1 of 2023.</p> <p>Construction contingency set to 3%. The contingency is intended to cover costs that arise after the contract has been awarded (during construction) to the successful proponent.</p> <p>The percentages are applied to the cost of building subtotal.</p>
Enhanced Sustainability		Please refer to the sustainable design background document.



Accessibility Enhancements	Please refer to the enhanced accessibility background document.
Public Art	One percent of building construction and contingencies.
Other Project Costs	Project administration and land acquisition

Connection to Sudbury Theatre Centre

In response to concerns about disconnecting the STC from Junction East, the design team has explored the possibility of a seasonal connection between the two buildings based on a design used in Europe. An Inflatable airtight structure, or air tube structure to offer a visually appealing temporary sheltered connection, could be used in winter months. Estimated cost is up to \$1.5M.



Historic Trends in Costs of Construction

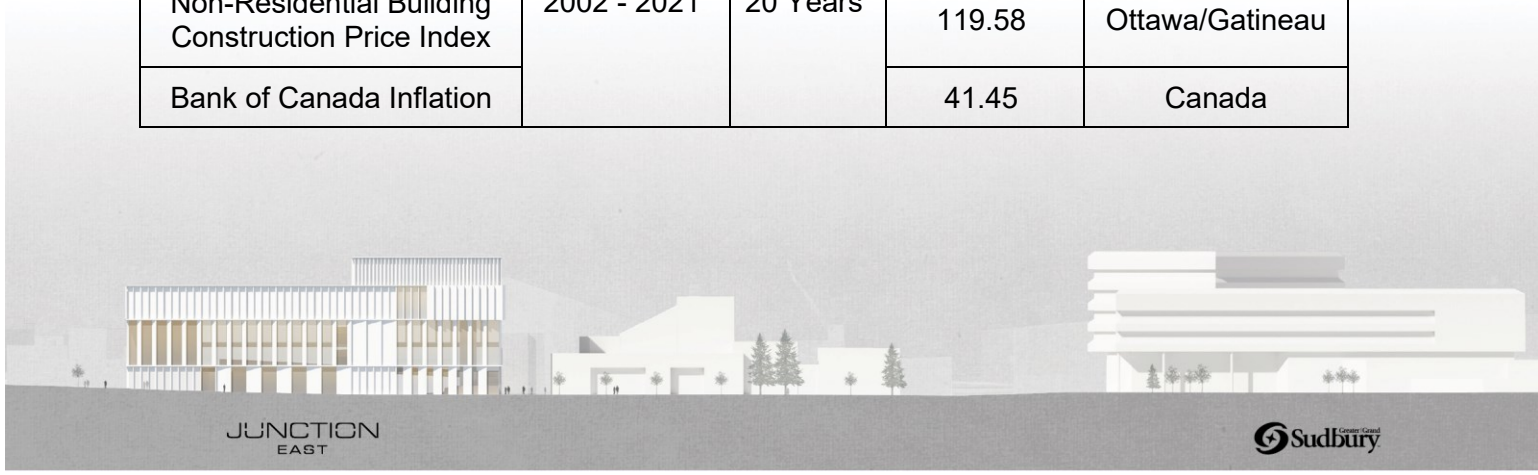
Some members of Council have asked for additional information regarding the potential for costs of construction to plateau or decline in future, following the uncertainty related to the pandemic.

Statistics Canada offers a Non-Residential Building Construction Price Index (NRBCPI) that is demonstrated in a table at the bottom of this page. Since there isn't a local index specifically for Greater Sudbury, the City's policy is to use the index for Ottawa/Gatineau as a proxy. Over the course of five years, the NRBCPI has increased by 34.6% in Ottawa/Gatineau according to Statistics Canada. A significant portion of the increase is represented after 2020 when constraints such as a global pandemic and various supply chain issues came into effect. Looking at the NRBCPI between 2017 to 2019, there is an increase of 11.1% in Ottawa/Gatineau.

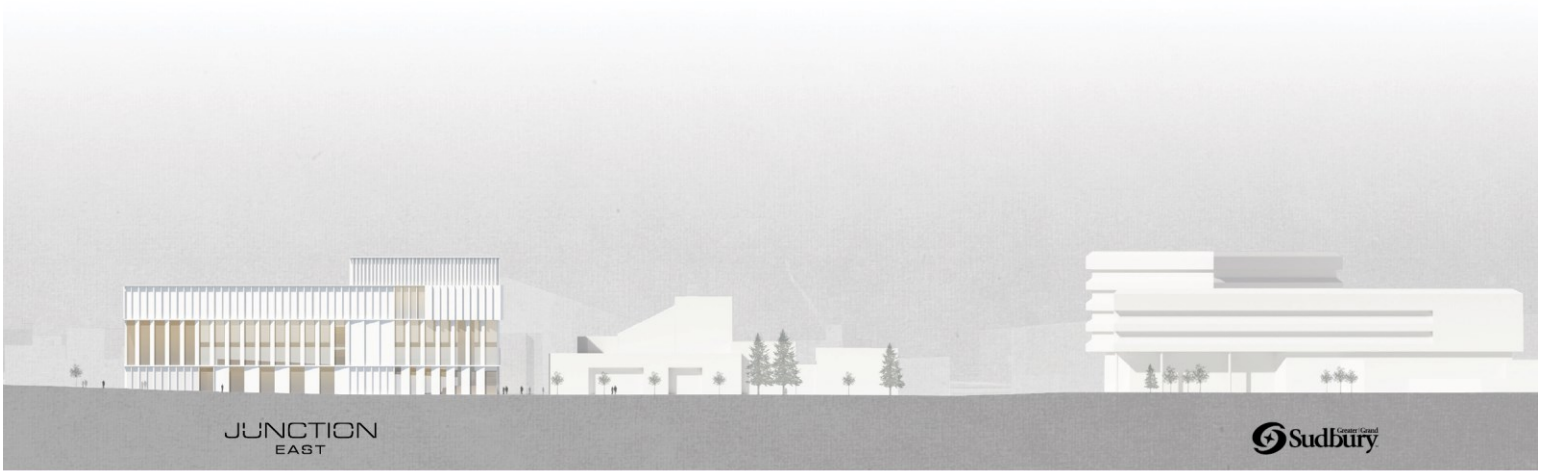
While looking at the NRBCPI, it is evident that prices have only increased over time. Statistics Canada also offers a Non-Residential Building Construction Price Index for Toronto, Ontario. The 20-year increase for Toronto is included in the table below. Under all scenarios, the Ottawa/Gatineau NRBCPI increase was above the increase associated with Toronto.

Furthermore, the Bank of Canada (BOC) inflation rate is included for all time periods. As demonstrated, construction cost increases have consistently outpaced the BOC inflation rate.

Indices	Period	Duration	% Increase	Location
Non-Residential Building Construction Price Index	2017 - 2019	2 Years	11.10	Ottawa/Gatineau
Bank of Canada Inflation			3.70	Canada
Non-Residential Building Construction Price Index	2017 -2021	5 Years	34.60	Ottawa/Gatineau
Bank of Canada Inflation			7.09	Canada
Non-Residential Building Construction Price Index	2012 -2021	10 Years	42.43	Ottawa/Gatineau
Bank of Canada Inflation			14.60	Canada
Non-Residential Building Construction Price Index	2002 - 2021	20 Years	112.85	Toronto
Non-Residential Building Construction Price Index			119.58	Ottawa/Gatineau
Bank of Canada Inflation			41.45	Canada



Based on these indices, there is no data available to support the view that Junction East construction costs will decline in a future period. Rather, historical data suggests costs will continue to increase in future periods.



Facility Operating Costs

Recently, the City in conjunction with KPMG, completed the Final Report: Junction East Business Plan Review and Update. The report details high and low estimates for various operating and maintenance costs associated with the facility. Also provided are recommendations for escalation values to serve as a reasonable basis for estimating future year's costs. These have been reviewed and agreed upon by staff, KPMG, and the City's architectural and engineering consultants.

Operating costs related to energy and water consumption are aligned with the recommended sustainable design scenario. An annual material and operating expenses budget equal to 1.5% of operating costs has also been recommended for the Junction East facility.

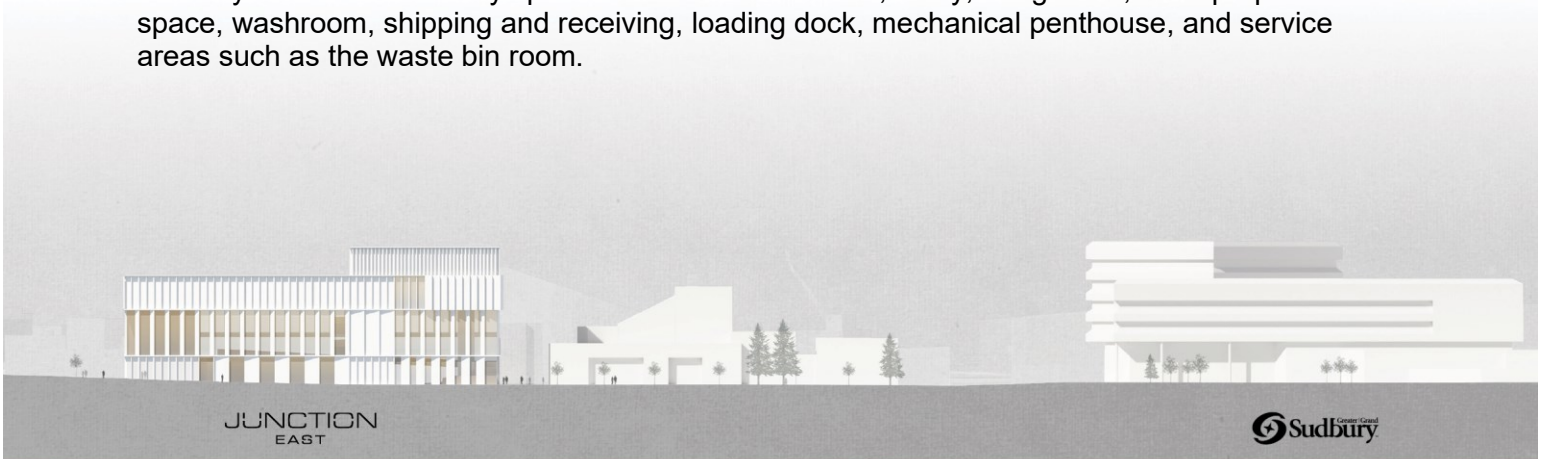
Junction East's design remains under development so operating costs have been estimated with the best available modelling data at this time. The estimated Year 1 Operating Cost for the Junction East facility is \$1.63M. The average annual escalation value for operating costs is estimated at 3% over the first ten years.

Total Operating Cost						
Year	Maintenance and Salaries	Energy and Water Consumption	Material and Operating Expenses	Security and Insurance	Total	\$/sf
1	\$1,035,000	\$236,453	\$23,197	\$331,111	\$1,625,761	\$15.64
5	\$1,151,235	\$276,694	\$26,114	\$376,305	\$1,830,349	\$17.61
10	\$1,316,628	\$336,762	\$30,374	\$441,855	\$2,125,619	\$20.45

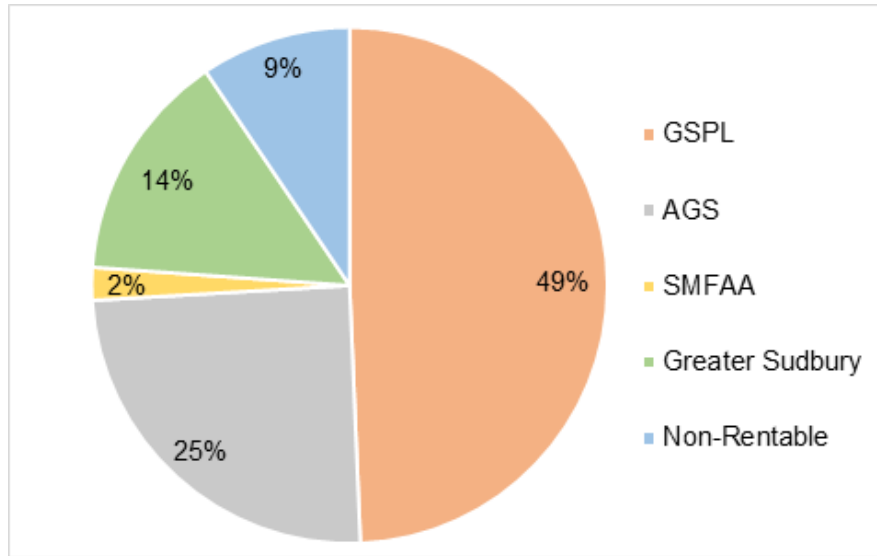
The tenants of Junction East will pay for a portion of overall facility operating costs under terms approved by Council. The plan includes funds for the facility's future renewal and eventual replacement.

The space within Junction East is divided into five areas as shown in the chart of "rentable space" below. The rentable area of a facility describes the measured floor area required by an occupant or tenant with the vertical penetrations removed. In this case, the measured area excludes 'open to below' areas in the second and third floors and excludes the roof terrace and roof garden. Vertical penetrations include stairs, elevator shafts, flues, pipe shafts, vertical ducts, etc., and their enclosing walls. The rentable area includes the functional program area and additional area that the occupant and tenant require, such as the hallway between offices.

The City of Greater Sudbury space includes the vestibule, lobby, living room, multi-purpose space, washroom, shipping and receiving, loading dock, mechanical penthouse, and service areas such as the waste bin room.

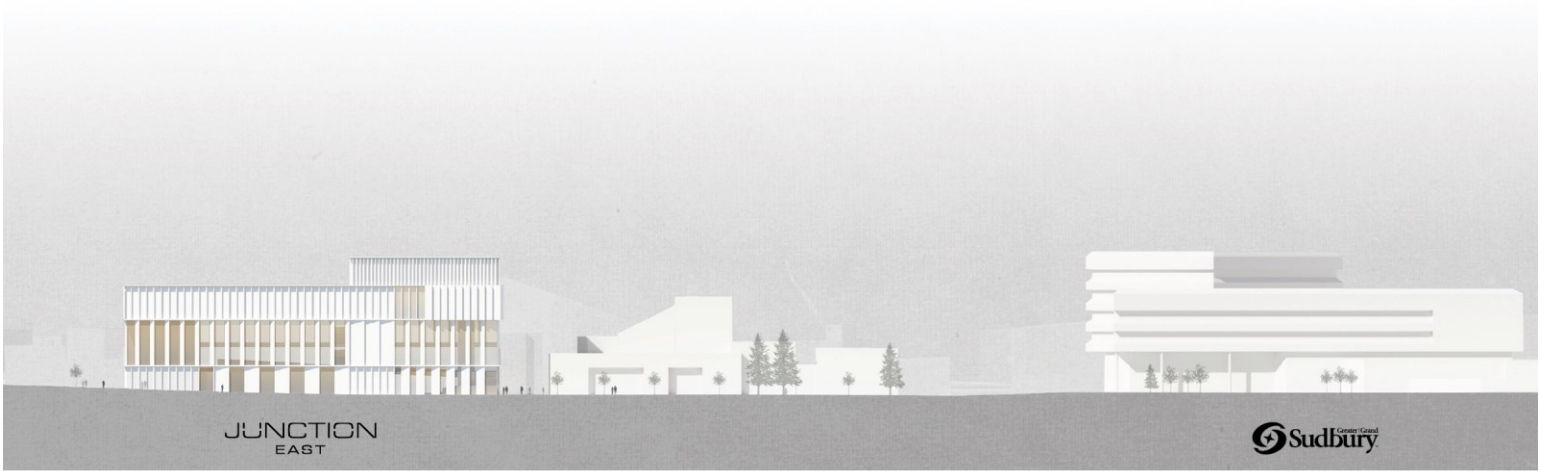


Current estimates for rentable areas are detailed below.



Appropriate Funding for Junction East’s Renewal and Replacement

The updated Junction East business plan anticipates a charge for future asset renewal and replacement equivalent to 1.5% of capital costs. This means the plan anticipates the current facility will serve the community for at least 67 years and will include funds to address infrequent but predictable major repair/renewal costs to keep the building in a state of good repair. Including the recommended asset renewal and replacement charge, the Year 1 operating cost would be \$2.76M.



Sustainable Design and Emissions

Junction East presents a unique opportunity for Greater Sudbury to build an inspiring facility that aligns with internal policy direction on climate change and showcases leading edge sustainable design solutions. The new building could serve as a symbol to the community of what can be achieved in following the goals set out in the Community Energy and Emissions Plan (CEEP). To determine the optimum approach for energy efficiency, a Net Zero and Sustainable Design Feasibility Study, supported by the Federation of Canadian Municipalities, was undertaken in 2021.

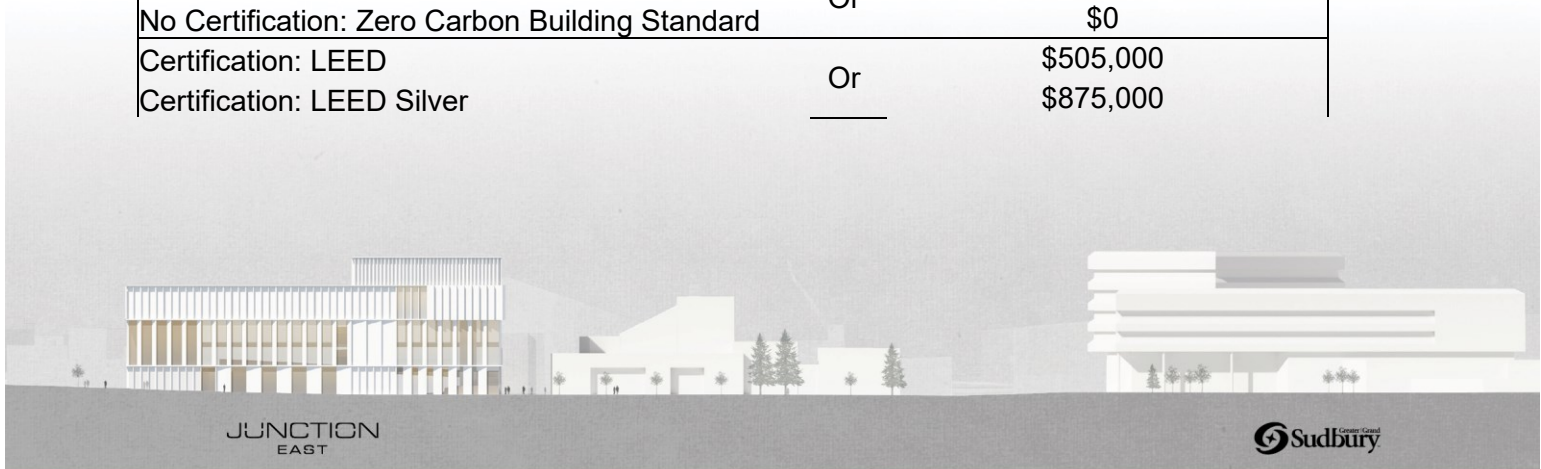
The recommended design scenario of the Net Zero and Sustainable Design Feasibility Study is Scenario 4B with generation of 175 kWp of renewable energy through roof top photovoltaic panels on site. The 175 kWp represents ~15% of total annual energy usage. Meanwhile 60 kWp would represent ~5% of annual energy usage. The investment in scenario 4B is estimated to be ~\$4.8M inclusive of design and construction with the generation of 175k kWp of renewable energy.

To demonstrate leadership in sustainability, the study further recommends an investment of approximately \$1.3M to secure Zero Carbon Building (ZCB) and LEED Silver Certification. Junction East could be designed and constructed to meet the ZCB and LEED Silver requirements without participating in the certification process. By choosing to pursue the third-party certifications, however, the City is better able to verify performance and make a clear statement to the community and potential funders that the project aligns with the Climate Emergency declared in May 2019 and Greater Sudbury's CEEP document approved in March 2021.

Scenarios 4A and 4B each include a ground source heat pump and electric boilers. The major difference is that scenario 4B has a better performing building envelope and reduced energy use for lighting. The better performing envelope includes higher R-value insulation in the walls and roof (~\$0.55M) and triple glazed windows (~\$1.6M) as opposed to double glazed.

Additionally, mass timber construction was explored during the sustainability study. Using mass timber construction would add approximately \$8.1M to the base building construction and is not in the recommended design scenarios.

Element		Scenario 4A	Scenario 4B
Performance: Design		\$1,385,000	\$3,865,000
Performance: 175 kWp Renewable Energy	Or		\$920,000
Performance: 60 kWp Renewable Energy			\$320,000
Certification: Zero Carbon Building Standard	Or		\$440,000
No Certification: Zero Carbon Building Standard			\$0
Certification: LEED	Or		\$505,000
Certification: LEED Silver			\$875,000



Certification: LEED Gold	\$1,355,000
No Certification: LEED	\$0

To demonstrate the benefits of investing in sustainable design, a greenhouse gas (GHG) emission analysis was prepared. The analysis compares the existing Main Branch facility to the sustainable design scenarios 4A and 4B. The analysis also compares Main Branch and Bell Mansion building to the sustainable design scenarios 4A and 4B. These results, which are summarized in the following table, indicate that the carbon footprint of Junction East, even though larger than the current facilities, is less than 25% of their impact.

Analysis	Emission Output (kg CO ₂ e)	Output Scenario	Period to CO ₂ Output
1	113,400	Main Branch & Bell Mansion	1 Year
		4A Design Scenario	4 Years and 4 Months
		4B Design Scenario	5 Years and 1 Month
2	87,796	Main Branch	1 Year
		4A Design Scenario	3 Years and 5 Months
		4B Design Scenario	3 Years and 11 Months

It is difficult to justify investment into the sustainable design scenarios on investment payback periods alone. There is an anticipated investment payback period over the long term based on current modeling of future values.

To determine investment payback period, the sustainable design scenarios may be compared to design scenario 2A which includes a heating source of fossil fuel. The payback periods for the low carbon design scenarios as compared to the design scenario 2A are as follows:

Design Scenario 2A to 4A Payback Period = approximately **39 Years**

Design Scenario 2A to 4B Payback Period = approximately **36 Years**

The monetary payback period of the \$1.6M investment into triple glazed windows as opposed to double glazed windows is greater than 40 years. Nonetheless, triple glazed windows are recommended to include Passive Design elements that will help the project achieve a low Thermal Energy Demand Intensity (TEDI). TEDI considers heat loss through building envelope and passive gains, such as the warmth generated by sunlight and appliances. TEDI is a measure of the amount of annual heating energy that is output from all heating sources needed to maintain a building's stable interior temperature. The recommendation to invest in triple glazed windows aligns with the goals set forth in Greater Sudbury's CEEP document.



Enhanced Accessibility

“The City of Greater Sudbury is a community of communities that respects the dignity and rights of persons with disabilities and endeavours to facilitate inclusive access to municipal programs, services, and facilities.” (City of Greater Sudbury 2017-2021 Multi-Year Accessibility Plan)

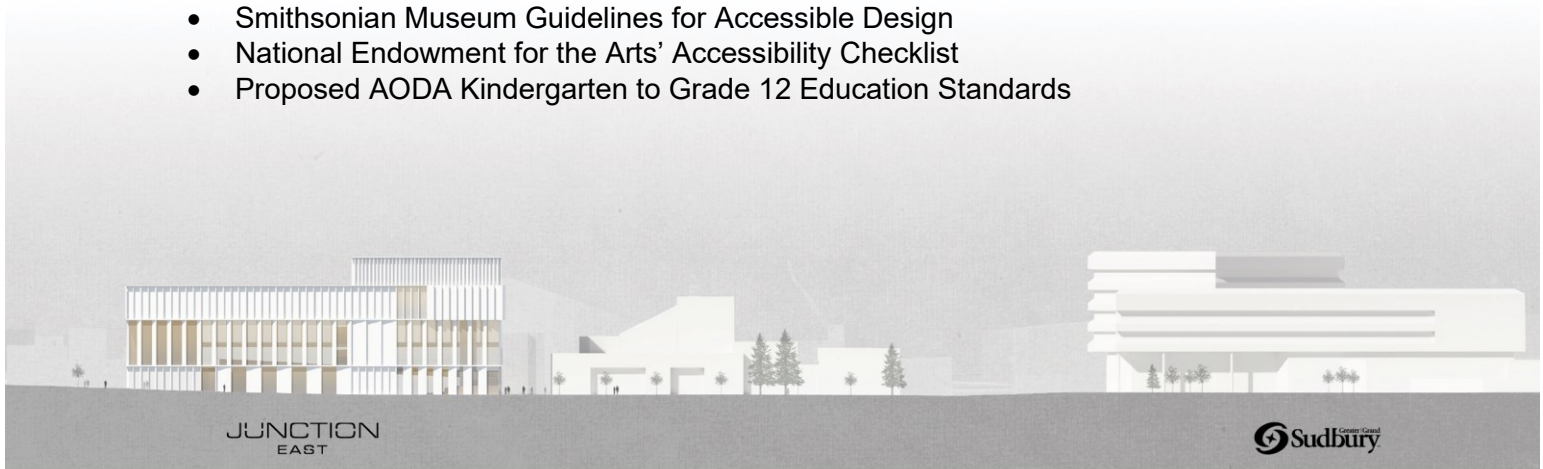
Over the past several years, there have been several improvements made to the accessibility of municipal services and facilities. These include the identification of strategic pillars, removing barriers to accessibility within the municipality and the development of a Multi-Year Strategic Accessibility Plan. The City has an Accessibility Advisory Panel that provides insight to municipal staff on matters related to the accessibility of municipal services, programs, and facilities as required under the Ontarians with Disabilities Act, 2001 and the Accessibility for Ontarians with Disabilities Act, 2005.

Junction East is a new building project in Greater Sudbury’s historic downtown that involves the design and construction of a state-of-the-art facility shared by three cultural organizations: the Greater Sudbury Public Library, the Art Gallery of Sudbury, and Sudbury Multicultural and Folk Arts Association. With an area of approximately 100,000 square feet and designed by WZMH Architects and team, it also creates opportunities to integrate programming with its next-door neighbour and fourth cultural organization, the Sudbury Theatre Centre. As the largest new construction project completed by the City of Greater Sudbury (CGS) in many years, it offers an opportunity for the municipality to demonstrate its vision for an accessible community.

Of course, Junction East will comply with the Ontario Building Code (OBC) and the Accessibility for Ontarians with Disabilities Act (AODA). These two standards include many requirements and features that make a building accessible. In 2021, CGS undertook numerous public engagement sessions, including one specifically on the topic of accessibility, to assist in the design of Junction East. It was clear from engagement that accommodating people with a range of abilities was a priority of community members. CGS directed the Junction East design team to identify opportunities for enhancing accessibility beyond what the OBC and AODA require.

As the City of Greater Sudbury does not yet have an accessible facility design standard for designers to follow, the design team created a comprehensive list of enhanced features for consideration that drew on best practices from the following nine sources:

- CNIB’s Clearing Our Path
- CSA B651-18 Accessible Design for the Built Environment
- City of Mississauga 2015 FADS
- OCAD University FADS
- Humber College Accessibility Toolkit
- Smithsonian Museum Guidelines for Accessible Design
- National Endowment for the Arts’ Accessibility Checklist
- Proposed AODA Kindergarten to Grade 12 Education Standards



- Universal Design best practices

These guiding documents were selected due to their relevance to Junction East's functional program. While the OBC and AODA often focus on dimensions (i.e., maneuvering clearances, mounting heights, etc.) that are helpful to people with mobility-related challenges, these additional references consider a wider-range of disabilities that affect people in the community.

The comprehensive list of enhanced accessibility features was reviewed by the design team and specific features were highlighted for consideration and selection. Highlighted items were suggested based on a range of considerations including, impact on a broad range of users, the feasibility of implementing them in the Junction East design, longer-term maintenance and value for money.

In addition to the comprehensive review undertaken by the Junction East Project Team of the enhanced accessibility features being recommended, additional feedback was solicited from the Accessibility Advisory Panel regarding specific features and options. While the Panel indicated that all the features presented should be implemented there was agreement on a number of prioritized features. Reinforcing their desire to incorporate all the enhancements, the Panel suggested the implementation of accessibility features be continually evaluated and improved.

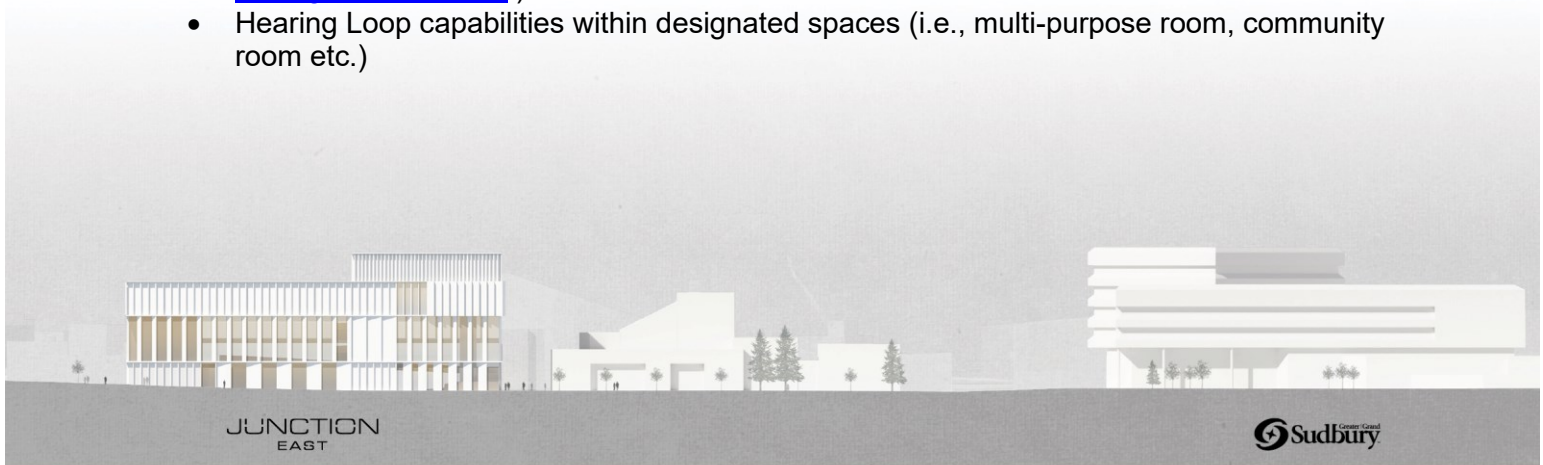
Prioritized features included:

- An inclined pathway connecting the first and second floors
- Providing rest area seating where long corridors exist
- Providing information and communication systems within the main lobby as well as tactile guidance systems
- Installing charging stations for mobility devices (i.e., wheelchairs or scooters)
- Providing a service dog relief area, including garbage and water fountain
- Voice announcements for floor designation and arrival within elevators

The Art Gallery of Sudbury (AGS) and Greater Sudbury Public Library (GSPL) both reviewed sections of the enhanced accessibility features list that were relevant to their activities and indicated what they were most interested in pursuing for Junction East. Furthermore, each organization made commitments to operational changes that would increase the level of service being provided to ensure accessibility for all.

Complementing the prioritized recommendation identified above, the Junction East Enhanced Accessibility features will include the following:

- A digital app that assists with navigation of Junction East (i.e., Goodmaps - www.goodmaps.com)
- Hearing Loop capabilities within designated spaces (i.e., multi-purpose room, community room etc.)



- Tactile signage to supplement the text of regulatory signs, warning signs and identification signs
- Sensory rooms provided on each floor

In addition to these accessibility enhancements, the Junction East design currently incorporates an inclined pathway from the first to the second floor. The sloped walkway is an accessibility enhancement beyond the Ontario Building Code and the Accessibility for Ontarians with Disabilities Act. Not only does the inclined walkway provide a practical physical connection to the second floor, but it is also a significant design element that signals to the community Council's commitment to accessibility.

Based on the feedback received from the above stakeholders, the Junction East enhanced accessibility features list has been finalized and an associated Junction East Accessibility Implementation Plan is now being developed. The Accessibility Plan will be organized into the following three categories:

- **Base Building:** These are constructed elements that are integrated into the architectural design. They are implemented by the General Contractor and are part of the building's construction when it opens to the public.
- **Furniture, Fixtures & Equipment (FF&E):** Elements that are installed into the building that support the operation of each organization.
- **Operations:** Procedures and best practices that are implemented by people who work within Junction East and/or are responsible for its operation and maintenance. This takes place once the building is occupied.

The value of the enhanced accessibility features, inclusive of the inclined pathway, is up to \$4.4M. With Council approval of the budget, the design team will integrate the identified enhanced accessibility features into the design development and contract document phases. Throughout the project, the design team will continue to meet with CGS, the Accessibility Advisory Panel, and Junction East partners to share how the enhanced accessibility features are being implemented and to gain feedback to develop the design to completion.

Should these enhanced accessibility features be incorporated into the project, Junction East will become a significant step in realizing the City's commitment to making its facilities, programs and services accessible to all citizens now and in the future.



Junction East Public Art

In September 2018, Council approved a draft Public Art Policy and directed staff to develop an implementation plan. The report entitled “Elements of a Public Art Implementation Plan, received by Council on November 19, 2019, contains the following statement:

“Funding for Public Art programs varies from municipality to municipality. A common form of funding for public art is the “Percent-for-Public Art” model which sets aside 1% of the municipality’s Capital Budget for Public Art in the community”.

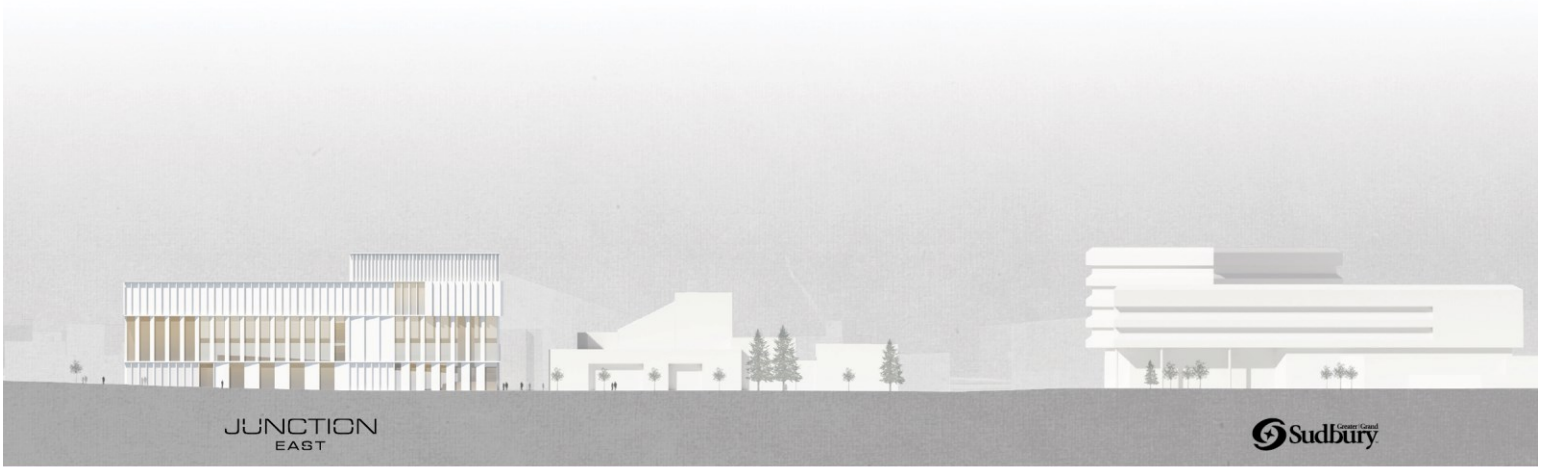
In keeping with this approach, staff recommend an allocation equal to 1% of the Junction East project construction budget, or \$700,000, towards the installation of public art within the Junction East site.

It should be noted that the 1% for public art typically covers many costs. The following table illustrates how the \$700,000 could be used in this public art project:

Percentage	Item
80% ~\$560,000	Materials, fabrication disbursements, transportation of completed work to site, site preparation, below grade elements, accent lighting, plaque, identifier, brochures, engineering fees, legal fees, artist fees, documentation of work (slides, digital images, etc.), taxes, etc.
10% ~ \$70,000	Administration
10% ~ \$70,000	Maintenance

Furthermore, the policy also indicates, *“The City will coordinate and prioritize sites where capital projects are compatible with a commissioning of public art and the projects are of high profile.”* The Junction East project is a priority for Council and will be built on a very high-profile location.

Should Council choose this option for the Junction East development, project staff will work with the project partners and the Planning division to follow the process outlined in the Public Art Policy, including artist selection, development of a public art project plan, implementation plan, community consultation, etc.



Junction East Parking

The City of Greater Sudbury understands that a component of a successful and vibrant downtown is ensuring an adequate parking supply to support local commercial and recreational activity. Over the past decade several approaches have been used for maintaining a current understanding of parking needs, including the 2011 IBI Downtown Parking Study, the 2018 IBI study update and the 2019 Parking Structure Expression of Interest (EOI).

The development of Junction East will create added parking supply pressures in the downtown's south district as the project site is an existing parking lot with approximately 145 spaces. In operation, Junction East will have specific parking needs that need to be accommodated within relatively close proximity to the new facility.

Recommendations from the 2018 updated parking study include a centrally located parking structure of approximately 315-500 parking spaces. This recommendation was part of the reason for the 2019 CGS Downtown Parking EOI. As Council is aware, there were six submissions to the EOI, and Council indicated interest in two of the submissions at the time. After this initiative, the COVID-19 pandemic drastically changed the parking situation in the downtown and it remains unclear how the situation will evolve as the community returns to a new normal. The past two years has forced the workforce to reconsider how services are delivered and both the private and public sectors have incorporated work from home policies. It will be important for us to understand these implications on parking demand estimates prior to the pandemic.

Staff initiated a process to update the previous studies based on this current context. The scope includes understanding the specific supply and demand dynamics in the south district, including the anticipated effect of event nights, at Junction East. It also considers active transportation alternatives and will help us identify the potential range for post-pandemic parking demand across the downtown. This will guide the City's plans for a more comprehensive, long-term parking solution, including the potential for a multi-level structure. At the same time, staff are developing a plan to address parking needs during Junction East construction.

To accommodate the needs of Junction East users, and subject to Council approval of a land purchase, the two empty lots on the west side of Shaughnessy which directly face the main entrance of the new building will be redeveloped into a dedicated parking lot for Junction East. As shown in the conceptual image below, there is opportunity to realize parking as well as a strong pedestrian connection from the Minto Street parking lot to the new Junction East facility. Also included in the image is parking space dedicated to bicycles and an area reserved for service dog relief.

This image shows an initial concept for the combined lots across from Junction East





The following table indicates the current parking situation along Shaughnessy Street.

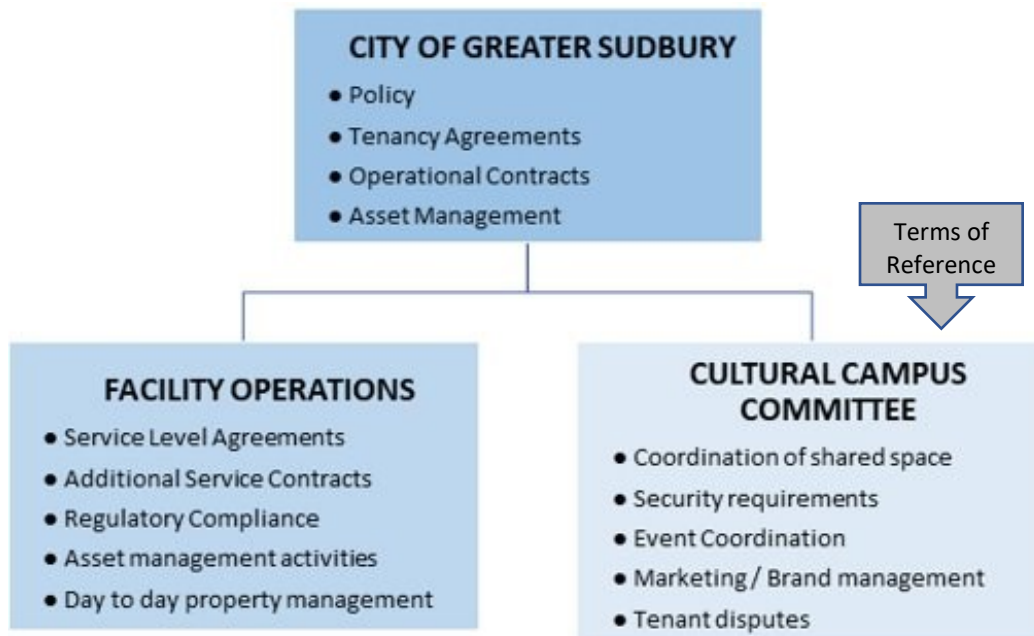
Parking Lot	Location	Current Parking Spaces	With Junction East
Shaughnessy Street East – East Side Lots	Sudbury Theatre Centre lot.	110	0
	Former Max Parking Lot. Acquired by CGS in 2021.	35	0
Shaughnessy Street West – West Side Lots	Lot between Golden Grain and Wacky Wings lot.	56	56
	Northerly empty lot between Wacky Wings and Alexandria’s restaurant.	35	39
	Southerly empty lot between Wacky Wings and Alexandria’s restaurant.	35	
Shaughnessy On-Street Parking	On-street parking, Brady Street to Van Horne Street	10	10
	On-street accessible parking in directly in front of Junction East.		



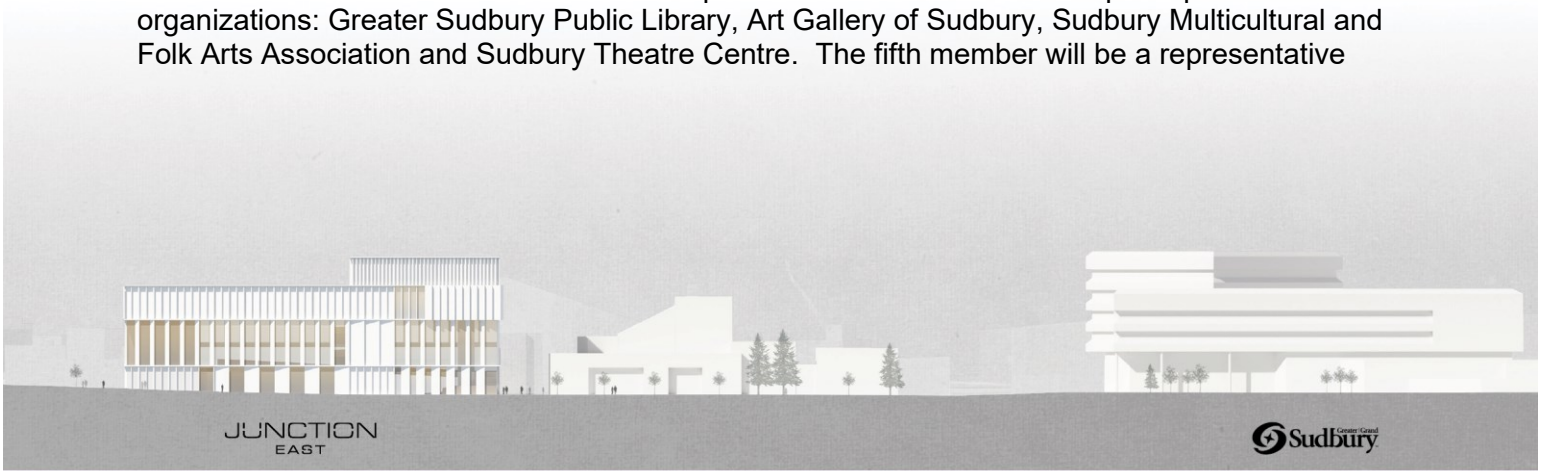
Governance

Junction East will be a facility owned and operated by the City of Greater Sudbury, with active input by the tenant organizations in the building and additional participation from the neighbouring theatre centre. The following diagram demonstrates a recommended governance model for owner, operator, and tenant relationships:

- The facility is owned by the City of Greater Sudbury
- Facility operations (i.e., Asset Services) performs the day-to-day property management
- An advisory committee oversees the governance of the tenants, often comprised of a mix of tenant representatives, with decision making authority remaining with the City.
- Lease agreements with each individual tenant will define the terms for how the tenants occupy the space. Lease agreements will specify responsibilities, for example: maintenance, utilities, insurance, cleaning, property upkeep, etc.



Junction East will also form part of the Junction East Cultural Campus. The Cultural Campus Committee, whose purpose is to provide a forum for programming, shared space use, facility scheduling and guidance to the City for facility operating decisions, will include five members. Four of these members will be representatives from each of the participant organizations: Greater Sudbury Public Library, Art Gallery of Sudbury, Sudbury Multicultural and Folk Arts Association and Sudbury Theatre Centre. The fifth member will be a representative



from the City of Greater Sudbury; this representative will also Chair and provide administrative coordination.

The committee generally reviews and recommends to the City for approval decisions items in line with the following duties and responsibilities:

- Ensure that activities carried out in common areas and other shared spaces are conducted in accordance with the Facility Guidelines
- Review on a regular basis and recommend to the City any appropriate revisions to the Facility Guidelines
- Review and monitor the effectiveness of the facilities management process to appropriately maintain the physical infrastructure of Junction East, including both interior and exterior spaces
- Receive and make recommendations on tenant requests that are not explicitly provided for in the Facility Guidelines and outside of respective lease agreements
- Review health and safety incidents and recommended action where required
- Advise facility property management of any concerns related to the operations/maintenance of the facility and surrounding property
- Assist in scheduling major capital or repair work

Areas not covered explicitly by Facility Guidelines (or respective lease agreements) will be considered by the Cultural Campus Committee on a case-by-case basis, including any changes to Facility Guidelines. Consistent with multi-use facilities, guidelines will continue to evolve over time. It is the responsibility of the Cultural Campus Committee to ensure that these guidelines remain appropriate for their respective use, and that any changes are proposed in a timely manner, and consistent with the authority delegated to the Committee by the City of Greater Sudbury.

