

**PUBLIC INPUT & INFORMATION SESSION  
LARGE PROJECTS - November 27, 2015  
SPEAKERS' LIST / WRITTEN SUBMISSIONS**

<b>NO.</b>	<b>NAME and/or ORGANIZATION</b>	<b>DESCRIPTION</b>	<b>APPROXIMATE PRESENTATION TIME</b>	<b>Page #</b>
1	Travis Morgan / Private Citizens	Bring a light rail public transit system.	9:00 a.m. – 9:25 a.m.	1 - 4
2	Paulette Gagnon / La Place des Arts du Grand Sudbury	Build a multi-disciplinary arts centre servicing the entire Greater Sudbury cultural community.	9:25 a.m. – 9:50 a.m.	5 - 12
3	Paul Finley / Greater Sudbury Synergy Centre Inc.	Build a multi-purpose convention and performing arts centre.	9:50 a.m. – 10:15 a.m.	13 - 17
<b>Break (10:15 a.m. – 10:30 a.m.)</b>				
4	Dave Petrynychyn / Royal Canadian Legion Dr. Fred Starr Branch 76	Build a new legion branch, senior housing complex and passive park.	10:30 a.m. – 10:55 a.m.	18 - 21
5	Paddy O'Sullivan / Sudbury Arts Council	Renovate a downtown building to provide a live / work centre for creative workers.	10:55 a.m. – 11:20 a.m.	22 - 25
6	Tullio Ricci / Capreol Long-Term & Supportive Housing	Build an assisted living complex in Capreol.	11:20 a.m. – 11:45 a.m.	26 - 29
7	Deanna Chisholm-Tullio / March of Dimes Canada	Develop affordable supportive housing for people with physical disabilities.	11:45 a.m. – 12:10 p.m.	30 - 35
<b>Lunch (12:10 p.m. – 1:00 p.m.)</b>				

<b>NO.</b>	<b>NAME and/or ORGANIZATION</b>	<b>DESCRIPTION</b>	<b>APPROXIMATE PRESENTATION TIME</b>	<b>Page #</b>
8	Andrew Dale / 1916596 Ontario Ltd. o/a Jack Nicholas Business & Innovation Park	Build a 6000+ seat multi-use sports, entertainment and business centre.	1:00 p.m. – 1:25 p.m.	36 - 39
9	Susan Thompson / Downtown Village Development Corporation	Revitalize downtown area.	1:25 p.m. – 1:50 p.m.	40 - 44
10	David Anselmo / Northern Ontario Film Studios	Build a Northern Ontario soundstage and film training facility.	1:50 p.m. – 2:15 p.m.	45 - 48
11	John Arnold / Dalron Group Ltd. and ICC International Coliseums Company – South Regent Arena	Build a new arena in the south end.	2:15 p.m. – 2:40 p.m.	49 - 52
12	Peggy Baillie / Eat Local Sudbury	Build a downtown food complex.	2:40 p.m. – 3:05 p.m.	53 - 56
<b>Break (3:05 p.m. – 3:20 p.m.)</b>				
13	John Arnold / Dalron Leasing Limited – Cedar Structure	Cedar Street parking structure rehabilitation.	3:20 p.m. – 3:45 p.m.	57 - 60
14	Dianna Leach-Petrone, Beth Mairs & Joe DiPietro / Autumnwood Mature Lifestyle Communities	Develop Uptown Arts Complex, expand and rebrand Red Oak Villa.	3:45 p.m. – 4:10 p.m.	61 - 64
15	Demetra Christakos / Art Gallery of Sudbury	Erect a public art gallery.	4:10 p.m. – 4:35 p.m.	65 - 68
16	Michael Bellmore / Greater Sudbury Library Board	Build a new Main Library in downtown Sudbury.	4:35 p.m. – 5:00 p.m.	69 - 72

# BUDGET 2016 LARGE PROJECTS PRESENTATION FORM

## 1. CONTACT INFORMATION

Organization Name: Private Citizens

☐ Not-for-profit corporation ☒ Private Sector ☐ Consortium ☒ Other: Group of individuals

Lead Contact Name: Travis Morgan

Title:

Address:

City: Whitefish

Postal Code:

Telephone Number:

Alternate Number:

Email Address:

URL Address:

**Proposed Start Date** *Indicate the proposed project start date based on project implementation schedule*

**Proposed Completion Date** *Indicate the proposed project completion date based on project implementation schedule*

Currently underway

unknown

### Amount Requested from the City:

- ☐ One Time Contribution - \$  
☐ Multi Year Contribution - \$  
☒ Ongoing Support - \$  
☒ Other (land, etc.) - \$

**Briefly describe your organization, including: mandate, organizational stability, established track record and capacity for project management**

We are a group of loosely associated individuals seeking alternative means of transportation using existing infrastructure as much as possible. We are working with all levels of government as necessary to secure support and eventual development of a Light Rail Transit system for the North, especially for the city of Greater Sudbury and any communities that wish to be connected to the transit system. There are no members and the association are individuals who express support and backing of bringing a LRT system to our communities.

**Please provide the governance structure of the organization. Include key staff and their roles and a list of board members and their roles**

None. Travis Morgan is the lead speaker and sole organizer for the LRT project.

## 2. PROJECT DETAILS

**Project Name:** Light Rail Transit

**Project Description:** *Describe the project that is being presented and it's importance to the community*

To bring a light rail public transit system along key routes to the City of Greater Sudbury to further advance developments, promote transit safety and improve the environment.

**Project Objectives:** *Specify the project objectives and how the project does and/or will contribute to a "Triple Bottom Line", economic, social and environmental development in the City of Greater Sudbury*

By introducing a rail transit system using the existing rail network spread throughout the region, we promote the following;

1. Economic Development: The cost for establishing a rail transit system lies in logistics and purchasing an engine and several passenger rail cars. Establishing platforms and ticket vendors are also part of the start up. There is minimal infrastructure startup costs as compared to other cities needing to build or expand rail lines. Rails already go through the majority of communities and are connected to downtown. Thus the project can start sooner, seeing a greater return on investment. By making Downtown far more accessible, we promote both high density residential development in the Core and businesses servicing the area. More people can easily travel downtown. Park their cars in the outlying areas and ride the rail downtown, shop, have lunch at a cafe and return to their cars without dealing with rush hour or be worn out from the long travel. People can demand for better housing, higher rise apartments or improved apartments in the Core so they can have affordable housing while they work at locations in the outlying regions such as mines with direct access to the rails. Thus creating jobs to improve existing residential/business infrastructure.
2. Social development will improve as people would have another form of travel, have more areas to live, and have a Downtown Core that is far more accessible than it currently is. This project would revive the downtown core of Greater Sudbury, allowing for improvements to theatre, the city's night life and other social aspects that a well-connected Downtown brings to any city.
3. The environmental benefits of a light rail project for Greater Sudbury is far better than one would expect for other cities. New tracks do not need to be laid down except to twin any existing rails as needed. All the railbeds needed are already existing. No environmental studies would need to be done. By reducing traffic on our roads, we improve the ecosystem. We improve foot traffic and thus the overall health of the average Sudburian. We reduce pressure on our road infrastructure and we reduce the need to build more roads.

**Market Analysis and Rationale:** *Demonstrate the need or demand for the proposed project*

The city needs to expand its transit system to encourage people from outlying communities to ride instead of drive themselves to work. However running buses cost a great deal of money and puts a strain on the road. By introducing a comfortable, reliable transit from the outlying communities such as Beaver Lake, Levack, Capreol or Wanup, we encourage people to park their cars and get on the train. We reduce the load on our roads and improve the spending power of the average user. Instead of higher insurance and fuel costs, they can put that money toward shopping downtown, thereby improving the economic conditions of the Downtown Core. As more users ride the train, gradually the demand on the bus portion of the transit network will increase, encouraging more people to ride the bus to work.

It is cheap, reliable, all weather and within reasonable reach for a majority of the population of the city. It is not expensive to start up nor run as compared to other cities and rather than compete, it will work together with Greater Sudbury's bus transit system.

**Project Partnerships:** *Identify and list each partner involved in the project and provide the role of each partner*

1. City of Greater Sudbury
  - Serve as the hub of the transit network.
2. Township of Narin & Hyman
  - Serve as the end of the line for the Huron Central Rail. Interested as playing a bedroom community for Greater Sudbury.
3. Canadian National Rail
  - Owner of the North-South Rail vital for connecting Capreol and Wanup to the Downtown Core as well as various smaller lines branching out in the city
4. Canadian Pacific Rail
  - Owner of the rail connecting Levack to the Downtown core as well as the line to Narin
5. Huron Central Rail
  - Currently the leasee on the Soo line
6. Ontario Northland
  - To manage the rail transit system
7. Ministry of Northern Development and Mines and the Ministry of Transportation
  - to provide start-up funds and political capital to promote and develop the project



### 3. COMMUNITY BENEFITS

Describe the economic impact of the project including job creation and increased employment opportunities, increased visitors to the community and investment attraction.

The economic impact of the project would be limited only by our drive and imagination;

- increased ridership and increased demand for transit employees
- increased demand for ticket vendors
- increased foot traffic in the Core
- increased frequency of visitors to the city as we connect more communities to the network
- eco-tourism in the fall when the leaves change colours
- communities on the rail network can create historical tours, drawing schools to send students to those tours, improving these communities and the city of Greater Sudbury as well.
- spreading development to outlying communities, reducing the strain on existing infrastructure until repairs and upgrades can be made while keeping pace with the demand for development and protecting our farmlands to allow for more development of farmlands.
- more spending power by people as a cheaper, more affordable form of transportation now exists connecting outlying communities to the shopping centres of Greater Sudbury.

Describe how the project will enhance civic engagement and build social capital, including building community pride and belonging

Communities such as Beaver Lake, Levack, Wanup and Capreol can retain their youth, and encourage people to move to their communities. These communities would not disappear and would be able to retain their values and identity.

As more foot traffic occurs in the Core, more people would be interacting and partaking in improvement methods for the Downtown Core. There would be more discussion to improve our pride as the communities maintain their tight knit connections while exploring other communities.

Describe how the project will promote and foster human health and well being

Simple. By encouraging ridership, people park their cars, get out and walk. They do not have the stress of driving to the city, to work and can sit down, relax and enjoy the view as it goes by. They can spend more time relaxing.

A pass allowing people to travel anywhere in the city on the rails would be a boon to seniors. They can ride the rails all day, visit communities and simply enjoy the view of the countryside while chatting with friends.

An affordable pass would encourage teenagers striving for independence to ride the train downtown, get on the bus or walk to our malls and various nightlife activities.

With the various outdoor activities such as the Walden Ski trail connected, people can easily access those centres and exercise.

Describe how the project contributes to our community's environmental sustainability.

No new infrastructure such as additional railbeds, roads or the like needs to be laid down. Personal vehicle traffic would be reduced and the fact that the rails go through forests, by lakes and various other beautiful views, more people would strive to better the environment that we have here in Greater Sudbury.

#### 4. PROJECT COSTS AND FINANCING

Have all identified funding partners committed to the project? ☐ Yes ☒ No

**Explain:**

The partners identified would need to lease their lines to the transit project. If there is enough desire expressed and funding is possible, arranging time to use their line is possible. Ontario Northland needs permission from the Ministry of Northern Development and Mines to partake in this project

**Provide details on how you will obtain your identified contribution:**

I will work with all the actors involved in this project to get the project into action

Is City funding necessary to make your project viable? ☒ Yes ☐ No

**Explain:**

The City will likely need to contribute some funds to establish vendors and work with the transit authority to identify locations for stations.

In addition to funding partners listed in your submission, are there other funding programs that you have applied to/approached? ☐ Yes ☒ No

If yes, who else have you contacted:

If you are a not-for-profit organization, has private sector funding been considered and/or it applicable?

☒ Yes ☐ No

**Explain:**

As this project would likely be a Crown Corporation project, it would still need the backing of the railroad owners as well as additional funds secured through advertisements

Project Cost Category*	Year 1	Year 2	Year 3	Total Funding
Capital	\$ 3,200,000.00	\$ 7,800,000.00	\$ 3,000,000.00	\$ 14,000,000.00
Labour	\$ 400,000.00	\$ 2,000,000.00	\$ 2,600,000.00	\$ 5,000,000.00
				\$ 0.00
				\$ 0.00
Total	\$ 3,600,000.00	\$ 9,800,000.00	\$ 5,600,000.00	\$ 19,000,000.00

\*Under project cost category identify applicable cost categories such as wages, consulting costs, materials, project management, equipment costs, etc.

Project Financing	Funding Status*	Activity Funded**	Year 1	Year 2	Year 3	Total Funding
Lead Organization						\$ 0.00
						\$ 0.00
						\$ 0.00
						\$ 0.00
		TOTAL	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
City contribution as % of total project costs (City Amt. requested/Total Funding)						%

\*e.g. cash, grant, in-kind

\*\*confirmed, pending approval

Note: Project costs TOTAL must equal project financing TOTAL.

# BUDGET 2016 LARGE PROJECTS PRESENTATION FORM

## 1. CONTACT INFORMATION

**Organization Name:** LA PLACE DES ARTS DU GRAND SUDBURY

☒ Not-for-profit corporation ☐ Private Sector ☐ Consortium ☐ Other:

**Lead Contact Name:** Paulette Gagnon

**Title:** Directrice du développement, Regroupement des organismes culturels de Sudbury (ROCS)

**Address:** [REDACTED]

**City:** Sudbury

**Postal Code:** [REDACTED]

**Telephone Number:** [REDACTED]

**Alternate Number:** [REDACTED]

**Email Address:** [REDACTED]

**URL Address:** [REDACTED]

**Proposed Start Date** *Indicate the proposed project start date based on project implementation schedule*

**Proposed Completion Date** *Indicate the proposed project completion date based on project implementation schedule*

Financing: 2015-2018; Construction: 2018-2019

Opening planned for early 2020

**Amount Requested from the City:**

☒ One Time Contribution - \$ 5,000,000.00

☐ Multi Year Contribution - \$

☒ Ongoing Support - \$ 200,000.00

☒ Other (land, etc.) - \$ 500,000.00

**Briefly describe your organization, including: mandate, organizational stability, established track record and capacity for project management**

The informal Regroupement des organismes culturels de Sudbury (ROCS) coalition was set up in 2007 to facilitate dialogue and coordination among the following seven francophone arts and culture bodies: Carrefour francophone de Sudbury (1950), Centre franco-ontarien de folklore (1960), Théâtre du Nouvel-Ontario (1971), Concerts La Nuit sur l'étang (1973), Éditions Prise de parole (1973), Galerie du Nouvel-Ontario (1995) and Salon du livre du Grand Sudbury (2004).

Following the 2000 États généraux de la francophonie du Grand Sudbury (GS) estates-general, the ROCS was mandated to initiate plans for a gathering place. Since then, the Regroupement has moved forward, taking numerous steps in the planning process for a building project that included the following:

2010: Analysis of the needs of ROCS member organizations

2011: Development of the functional and technical program for the future arts centre and a study of similar Canadian models in the arts

2012: Community consultation involving 20 other regional organizations, both Francophone and Anglophone, professional and community

2013: Market research study by Collins Barrow

2014: Development of the Bistro de la Place des Arts business plan

2015: Place des Arts feasibility study: governance structure, business model, preliminary plans and drawings, construction budget, economic, social and cultural impacts, project timetable, etc., over 13 months (August 2014-August 2015).

In 2011, the two largest ROCS members (Carrefour francophone and Théâtre du Nouvel-Ontario) agreed to act as lead organizations for the PdA project. Since then, both have devoted considerable energy to moving the project forward, including funding steps, research and development oversight, accountability, etc. Both remain highly committed to the project and will continue to play this role in the coming years, supported by the other members of ROCS and a growing number of community leaders and project partners.

**Please provide the governance structure of the organization. Include key staff and their roles and a list of board members and their roles**

In 2010, ROCS members put in place a solid governance structure for the Place des Arts project. Since 2011, the Steering Committee has been comprised of senior management from ROCS member organizations. The Committee added the following subcommittees, on which sit representatives of member Boards of Directors/Trustees, staff and outside resources that are recruited on the basis of their expertise: Governance Committee, Liaison Committee, Construction Committee, Campaign Committee and Coordination Committee, the latter being comprised of TNO and Carrefour representatives. ROCS also holds regular meetings of the CA7, comprised of all members of the Boards of Directors/Trustees of the 7 non-profits for a total of some 60 members from the Greater Sudbury community.

Since the fall of 2010, ROCS is supported by consultant Paulette Gagnon, who coordinates the development of the PdA project and other ROCS initiatives. Paulette has worked in the cultural milieu since the beginning of the 1980s. The Place des Arts project is the fourth capital project she has piloted during her career, the others being the 1980s TNO project (Canada Bread, Sudbury), La Nouvelle Scène (original 1998 Ottawa project) and the new LNS centre (2014-2015 Ottawa project).

In October 2015, ROCS members submitted a joint non-profit incorporation application to the Government of Ontario. The members of the Steering Committee will become the initial Board of Directors of the new, La Place des Arts du Grand Sudbury, corporation, whose founding meeting is planned for February, 2016.

The members of the new corporation's Board are as follows: Geneviève Pineault, Artistic Director, TNO; Diane Leblanc, CEO, Prise de parole; Danielle Tremblay, Artistic and Executive Director, GNO; Roxanne Charlebois and Sylvie Lessard, Co-Directors, Salon du livre du GS; Alain Richard, Treasurer, CFOF; Martin Lajeunesse, Administrative Director, TNO; Stéphane Gauthier, Executive Director, Carrefour francophone; and Pierre Paul Mongeon, Director, La Nuit sur l'étang

## 2. PROJECT DETAILS

### Project Name:

#### Project Description: *Describe the project that is being presented and it's importance to the community*

The Place des Arts project seeks to build and open a multidisciplinary arts centre serving the entire Greater Sudbury cultural community. The project meets the objectives laid out in numerous planning exercises that have taken place in recent years, including the 2012 Master Plan for Downtown Sudbury (where the Place des Arts will be located), the 2014 Cultural Plan and the Greater Sudbury Development Corporation's recent economic development plan, "From the Ground Up."

The project was first given priority status in 2008 by the region's Francophone community during the États généraux de la Francophonie du Grand Sudbury estates-general. In 2012, the ROCS conducted a community survey among 19 groups and professional artists (additional to the 8 that had been surveyed in 2008) to assess the needs of the region's artists and its arts and culture organizations. Their needs were the same as those expressed by the ROCS members: high-quality, well-equipped work and performance spaces and flexible access. Following this initial project development phase, the ROCS members decided to move the project forward materially through a formal feasibility study, which took place in 2014-2015.

Under the study's guidelines, the project called for a 5-storey building with total area rising to 60,000 square feet. The building would provide various facilities throughout the year to multiple potential users from the arts and culture community. These would include:

- A bistro/bar seating between 60 and 100, equipped with a small stage for affordable Plug and Play events put on by local artists
- A multifunction hall with room for between 100 and 150, which could be used as a rehearsal space, a teaching space for Laurentian University's Theatre Arts Program or a "black box" small-format studio with adjacent dressing rooms and production offices
- A contemporary arts gallery, occupied and managed by the Galerie du Nouvel-Ontario
- A 299-seat performance hall that includes an Italianesque stagecape, large stage and enclosed control room and adjacent foyer, dressing rooms and green room
- Three artist studios and three workshop rooms
- A cultural boutique to sell regionally-produced artworks and craft, local products and scholarly publications, art supplies and cultural products such as CDs, books and magazines
- A Youth Studio for arts education and outreach activities for children
- Administrative offices for the eight resident organizations
- Service areas (box office, lobby, washrooms, dock, storage space, janitorial, etc.)

#### Project Objectives: *Specify the project objectives and how the project does and/or will contribute to a "Triple Bottom Line", economic, social and environmental development in the City of Greater Sudbury*

The following objectives are among the most important goals of the Place des Arts project:

- Offer diversified quality theatre (dance, music, theatre, comedy and variety shows), literary, visual, folklore and heritage, and media and community arts programming to various strata of the public in a signature location that is home to specialized facilities, in order to celebrate and promote artistic excellence, creativity and innovation in our region
- Offer audiences of all ages and cultures a bustling array of arts, culture and heritage activities that will quicken their appreciation of art and foster the expression of their creativity in an environment that provides opportunities for inclusive and memorable experiences
- Seek out and welcome emerging artists and cultural workers by offering them internships and professional development mentoring
- Promote the "Sudbury Experience" and develop cultural tourism expertise
- Highlight the Franco-Ontarian contribution to the sustainable development of Greater Sudbury
- Develop partnerships between many non-profits and institutions that seek to strengthen community capabilities and foster mutual assistance and strategic cooperation in a variety of areas, including improving the quality of life through cultural revitalization, economic development and tourism
- Ensure that the Place des Arts is a green building by incorporating solar and geothermal energy sources, a green roof, and materials from renewable resources like wood, etc.
- Share material, technical and human resources to achieve economies of scale and the optimal utilization of available resources

Five years after opening, the Place des Arts will have achieved the following results:

- Due to its attractiveness, the Place des Arts has significantly contributed to the development of Downtown Greater Sudbury; on an annual basis, more than 60,000 people visit at least one of its many spaces. The Bistro became one of Greater Sudbury's favourite "meet and eat" spots
- The Francophone culture of Greater Sudbury is more dynamic than ever thanks to the many partnerships that were established with artists, organizations and institutions from the region and elsewhere
- Artists and cultural and community workers chose to stay or return to live in Sudbury
- The enriched cultural life helped increase the number of tourists who choose the Greater Sudbury region as a destination or an important stop in their travels
- The Place des Arts remains open to the whole community and serves a variety of users and audiences

#### Market Analysis and Rationale: *Demonstrate the need or demand for the proposed project*

All seven ROCS members are well-established organizations that together reach a total annual audience of 20,000 through their shows, concerts, festivals, literary evenings, art workshops and other activities. The new Place des Arts will provide strategic assistance in increasing downtown evening and weekend use to critical mass.

Seven other local organizations and institutions have already expressed a desire to use the Place des Arts for their activities, which will add approximately 5,000 visitors to the downtown core. If we include the 50 employees who will work in the centre's administrative and service areas and the artists, designers and technicians employed in the centre's productions and/or performances, the total of annual visits to the downtown core rises to 40,000, and this figure does not even include Bistro customers and other users. The PdA centre will quickly make it possible to achieve much greater numbers of residents and visitors due to the complex's high downtown visibility and celebrity.

A 2013 Collins, Barrow marketing study revealed that the Greater Sudbury population is very interested in the proposed concept. The study's analysis of the spending habits of GS residents also showed that the PdA would find itself in a competitive but unsaturated market in which the Bistro could quickly carve out a place for itself. The centre's eclectic and original programming, exceptional value and friendly atmosphere will be keys to its success with a wide variety of audiences.

A 2014-2015 analysis of occupancy rates by 14 major users of the various spaces of the centre showed that the centre's main spaces will be very busy indeed, with more than 200 days of firm booking for the performance hall, multifunction hall, gallery and youth studio. Many other organizations, groups and individual artists have expressed an interest in sharing the planned facilities. The PdA rental market promises to be very competitive, given the low number of similar facilities and the high demand that has been shown to exist.

The marketing study concluded that the PdA centre could generate 50,000 visits to the downtown core right from the start, while meeting the needs of multiple users.

#### Project Partnerships: *Identify and list each partner involved in the project and provide the role of each partner*

The initial project partners, who have jointly piloted the Place des Arts center's building plan since 2010, are the seven ROCS members. The TNO and Carrefour are the lead organizations and, as such, share in project management tasks. In but a few weeks, the five other ROCS members, who have sat on the Steering Committee since 2011, will become the founding Board of Directors of the new Place des Arts du Grand Sudbury non-profit corporation.

In addition, the following six secondary partners have participated in work performed in recent years as future regular users of the arts centre: Laurentian University (for its B.A. Theatre Arts Program), Silver Birch String Quartet, Encore Theatre, YES Theatre, PlaySmelter Festival and Crestfallen Theatre. These partners have all expressed an interest in benefiting from the Place des Arts and its facilities (see attached support letters). Their needs have been taken into account in the feasibility study's analysis of monthly usage for a sample year. Various other arts and culture organizations have also expressed interest in the planned facilities, such as the Sudbury Symphony Orchestra and some music festivals, as well as the North Road Theatre, Chorale les Troubadours, Music & Film in Motion and Earthdancers.

Finally, the Place des Arts project can count on support from a large number of its community partners, who are all interested in seeing the centre up and running as soon as possible. These include school boards, Laurentian University, Collège Boréal, and the Centre de santé communautaire du Grand Sudbury, Comité de planification communautaire and Downtown Sudbury, to name but a few, who all look forward to new possibilities opening up in their historical partnerships with ROCS members.

### 3. COMMUNITY BENEFITS

Describe the economic impact of the project including job creation and increased employment opportunities, increased visitors to the community and investment attraction.

A spring 2015 analysis of the project's economic impacts concluded that the region's GDP would reap substantial rewards both during construction and once the centre begins operations.

- During the 18 months of construction, 180 jobs would be created and \$18.7 million would be added to the region's GDP
- Once in service, the centre would create 30 jobs and add \$1.7 million each year to Greater Sudbury's GDP
- Depending on how much of a magnet the PdA would be for visitors, it has the potential of generating several million dollars in additional impacts each year

At time of construction and with City of Greater Sudbury support in the amount of \$5 million, the Place des Arts will have secured \$25 million in additional capital funds that will be principally invested in our region.

Place des Arts operations management needs will lead to up to 15 new full-time positions being opened from the get-go in order to ensure that the centre and its numerous services are managed efficiently. On top of the full-time staff, many contract and part-time employees will be needed to ensure that the centre runs well. This includes bistro servers, box-office clerks, hospitality, production and technical stage staff, etc.

All of our analyses and research shows that the new Place des Arts will have a favorable impact on the attractiveness of Greater Sudbury and help increase visitor traffic, generating direct and indirect economic benefits for the entire region.

Describe how the project will enhance civic engagement and build social capital, including building community pride and belonging

The Place des Arts will play a major role in the life of the region's Francophone community due to the fact that one of its mandates will be to offer a gathering place that is a vector of cultural pride for close to 30% of the population of Greater Sudbury. Numerous celebratory events and opportunities for the Francophone community to come together will take place every year at the Place des Arts, which will act as a Francophone House.

A second PdA mandate is to become an arts centre serving the broad-based arts, culture and heritage sectors of the region. As we have already mentioned, many individual artists, organizations, clubs and other groups have expressed an interest in using the future facility. In this sense, the PdA will be a hub, attracting creators and professionals from the creative economy and fostering the recruitment and retention of these types of workers by offering a contemporary environment for pursuing research, experimentation and creation that will draw in numerous residents of our region with whom they can dialogue, thanks to the many opportunities for cultural mediation, community arts activities and other approaches that foster engaging with their fellow citizens.

Many studies have demonstrated the positive impact of art and culture on people's feelings of belonging, inclusion, openness and civic engagement. The Place des Arts will help make the downtown core a more pleasant, dynamic and safe place for all. The centre's architecture will be distinctive while blending into the urban townscape. Located near the School of Architecture and the Elgin Greenway, the Place des Arts will help to create a downtown core that is truly contemporary and extends an invitation to both visitors and residents to come enjoy memorable cultural experiences.

Finally, the project will have had a major impact on volunteerism even before construction begins. Over the last five years, seven boards of directors and many other volunteers have united behind this project. More than forty members of the community are currently engaged on one or more of the working committees that have been struck since 2011. In the course of the coming years, the PdA should be in a position to energize a growing number of citizens and ensure the success of the building project. The funding campaign will be asking community leaders to set up a cabinet and solicit the involvement of numerous volunteers for fundraising activities. Once the centre begins operations, many volunteers will have opportunities to participate in managing it as members of the Board of Directors and/or committees or as hospitality staff, interns, etc.

Describe how the project will promote and foster human health and well being

Numerous studies have shown the benefits of art and culture on individual and community well-being. These include personal growth, openness to others, a spirit of mutual assistance and cooperation, enhanced social and cultural inclusion, development of creativity and entrepreneurship, handing down language and culture and feelings of belonging.

The members of the ROCS firmly believe that the Place des Arts will have an important role to play as a place where residents of all age groups, from early childhood to seniors, can meet and be welcome. The Place des Arts will serve our region's Francophonie even as it develops close links to the Anglophone community through an ensemble of fully bilingual services. Moreover, the PdA will look to strengthen its relationships with the region's First Nations and various cultures that are rooted in the region (Italian, Ukrainian and, most recently, ethnocultural communities).

The PdA will afford an important place to community arts activities, cultural mediation and a wide diversity of artistic practices. The presence of artists, community companies, choirs, and dance and music schools from across the region will enliven the PdA and help it broaden its energizing role and foster its becoming well-rooted in community life. Community arts and cultural mediation are two key approaches to encouraging participation by the citizenry that are expected to grow over the coming years.

Describe how the project contributes to our community's environmental sustainability.

The centre has been designed to sustainable development standards and will be built as such in order to minimize the project's environmental footprint. It is meant to contribute to the sustainable development of the Greater Sudbury community while keeping operating costs low through efficiency. The construction budget includes installing geothermal and solar power sources, as well as a green roof and the optimal use of natural lighting throughout the building.

The building layout includes facilities that encourage local residents and visitors to use active transportation, public transit, bicycles and simply walking. Sustainable development will also be central to the centre's operations through recycling, composting, resource sharing, etc.

In helping to increase the population density of the downtown core, the Place des Arts will become a strategic partner of the City of Greater Sudbury and other district stakeholders such as owners, landlords and businesses.

#### 4. PROJECT COSTS AND FINANCING

Have all identified funding partners committed to the project? ☒ Yes ☐ No

##### Explain:

Last August, at the conclusion of the feasibility study that recommended moving forward with the building plan, the boards of directors of the seven ROCS members confirmed their decision to continue their collaboration and complete Phases 3 and 4 of the project. The Place des Arts now needs to obtain commitments from all three levels of government and lead a funding campaign.

##### Provide details on how you will obtain your identified contribution:

At the beginning of 2016, Place des Arts will undertake a broad-based funding campaign to raise \$3.25 million for the centre's construction.

Is City funding necessary to make your project viable? ☒ Yes ☐ No

##### Explain:

In supporting the Place des Arts project, the City will put an important tool into the hands of project managers when they solicit funds from the private sector, the Government of Ontario and the Government of Canada. We maintain that by investing \$5 million, the City will attract investments of \$25 million from other sources, of which more than \$18 million will be spent locally during the construction phase and have spinoff benefits additional to the direct impact of the project.

Once operational, the suggested business model foresees annual municipal investments in the order of \$200,000, which comes to 15% of the arts centre's annual operations budget or \$3.31 per square foot. As a comparison, the City of Ottawa supports municipal arts centres to the tune of \$46 per square foot for the Shenkman Centre and more than \$15 per square foot for the Arts Court, in addition to providing \$17 per square foot annually to La Nouvelle Scène, which is a non-profit that is home to four theatre companies.

The success of the Place des Arts business model is based on large numbers of users that together will ensure a high occupancy rate of the centre's facilities and generate 70% of independently-earned income (rentals and services).

In addition to funding partners listed in your submission, are there other funding programs that you have applied to/approached? ☒ Yes ☐ No

##### If yes, who else have you contacted:

ROCS regularly informs funders of the PdA project's progress. These include the City, as well as the provincial and federal governments. Many community leaders also follow the project as it moves forward.

If you are a not-for-profit organization, has private sector funding been considered and/or it applicable?

☒ Yes ☐ No

##### Explain:

Place des Arts will begin a broad-based funding campaign starting in early 2016, with a target of \$3.25 million. A Request for Proposals has just been sent out in order to recruit a specialized firm to run the campaign.

Project Cost Category*	Year 1	Year 2	Year 3	Total Funding
Site acquisition	\$ 500,000.00			\$ 500,000.00
Construction (including professional fees and contingencies)	\$ 14,000,000.00	\$ 9,460,000.00		\$ 23,460,000.00
Scenography and multimedia		\$ 4,180,000.00		\$ 4,180,000.00
Furniture and equipment		\$ 860,000.00		\$ 860,000.00
Other costs (funding campaign, interest, project management)	\$ 480,000.00	\$ 240,000.00		\$ 720,000.00

\*Under project cost category identify applicable cost categories such as wages, consulting costs, materials, project management, equipment costs, etc.

Project Financing	Funding Status*	Activity Funded**	Year 1	Year 2	Year 3	Total Funding
Lead Organization	Cash	Major fundraising campaign	\$ 1,083,000.00	\$ 1,083,000.00	\$ 1,084,000.00	\$ 3,250,000.00
City of Greater Sudbury	Cash and land	TBC (18% of total)	\$ 3,500,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 5,500,000.00
Province on Ontario (NOHFC, OMTCS, Infrastructure)	Cash	TBC	\$ 4,000,000.00	\$ 4,000,000.00	\$ 750,000.00	\$ 8,750,000.00
Government of Canada (Canadian Heritage, FedNor)	Cash	TBC	\$ 5,000,000.00	\$ 5,000,000.00	\$ 2,460,000.00	\$ 12,460,000.00
		<b>TOTAL</b>	\$ 13,583,000.00	\$ 11,083,000.00	\$ 5,294,000.00	\$ 29,960,000.00
		<b>City contribution as % of total project costs</b> (City Amt. requested/Total Funding)				18.36 %

\*e.g. cash, grant, in-kind

\*\*confirmed, pending approval

Note: Project costs TOTAL must equal project financing TOTAL.



# PRÉSENTATION DE GRAND PROJET POUR LE BUDGET 2016

## 1. COORDONNÉES DE L'ORGANISME ET RENSEIGNEMENTS SUR CELUI-CI

Nom de l'organisme : LA PLACE DES ARTS DU GRAND SUDBURY

☒ Société sans but lucratif ☐ Secteur privé ☐ Consortium ☐ Autre :

Nom de la personne responsable : Paulette Gagnon

Titre : Directrice du développement, Regroupement des organismes culturels de Sudbury (ROCS)

Adresse : [REDACTED]

Ville : [REDACTED]

Code postal : [REDACTED]

Numéro de téléphone : [REDACTED]

Autre numéro : [REDACTED]

Adresse de courriel : [REDACTED]

Adresse URL : [REDACTED]

Date de début proposée Indiquez la date de début proposée en vous fondant sur le calendrier d'exécution du projet.

Date de fin proposée Indiquez la date de fin proposée en vous fondant sur le calendrier d'exécution du projet.

2015-2018 : montage financier ; 2018-2019 : construction

Ouverture prévue en début d'année 2020.

### Somme demandée à la Ville :

☒ Contribution unique - 5,000,000.00 \$

☐ Contribution sur plusieurs années - \$

☒ Soutien continu 200,000.00 \$

☒ Autre (terrain, etc.) -500,000.00 \$

### Décrivez brièvement votre organisme, notamment son mandat, sa stabilité organisationnelle, ses antécédents bien connus et sa capacité de gérer des projets.

Le Regroupement des organismes culturels de Sudbury (ROCS) a été formé en 2007 dans le but de faciliter la concertation entre sept organismes francophones du secteur des arts et de la culture. Ses membres sont le Carrefour francophone de Sudbury (1950), le Centre franco-ontarien de folklore (1960), le Théâtre du Nouvel-Ontario (1971), les Concerts La Nuit sur l'étang (1973), les Éditions Prise de parole (1973), la Galerie du Nouvel-Ontario (1995) et le Salon du livre du Grand Sudbury (2004).

Suite aux États généraux de la francophonie du Grand Sudbury (GS) en 2008, le ROCS se voit confier le mandat d'entreprendre la création d'un "lieu rassembleur". Depuis, le Regroupement a réalisé de nombreuses étapes de planification du projet immobilier et plusieurs études ont été complétées.

2010 : analyse des besoins des organismes membres du ROCS.

2011 : élaboration du programme fonctionnel et technique du futur centre artistique et étude de modèles canadiens dans le domaine

2012 : consultation communautaire auprès de 20 autres organismes de la région, francophones et anglophones, professionnels et communautaires

2013 : étude de marché réalisée par Collins Barrow

2014 : élaboration du plan d'affaires du Bistro de la Place des Arts

2015 : étude de faisabilité de la Place des Arts : structure de gouvernance, modèle d'affaires, plans et dessins préliminaires, budget de construction, impacts économiques, sociaux et culturels, calendrier de réalisation du projet, etc., sur une période de 13 mois (août 2014 à août 2015).

En 2011, les deux plus importants organismes du ROCS, le Carrefour francophone et le Théâtre du Nouvel-Ontario, ont accepté d'agir comme organismes porteurs du projet PdA. Depuis, ils ont dédié des énergies considérables afin d'assurer son développement : démarches de financement, encadrement des études et de la direction du développement, reddition des comptes, etc. Ils demeurent très engagés envers le projet et poursuivront leur rôle au cours des prochaines années, appuyés par les autres membres du ROCS et un nombre croissant de leaders communautaires et de partenaires.

### Veillez indiquer la structure de gouvernance de l'organisme. Incluez les membres clés du personnel et leur rôle, ainsi que la liste des membres du conseil d'administration et leur rôle.

Depuis 2010, les membres du ROCS ont élaboré une solide structure de gouvernance pour le projet Place des Arts. Depuis 2011, les directions générales des membres forment le Comité directeur. Ce comité s'est doté de plusieurs sous-comités où siègent des représentants de conseils d'administration, du personnel et des personnes ressources externes recrutées pour leurs expertises. Ces sous-comités sont le comité de gouvernance, le comité de liaison, le comité de construction, le comité de campagne et le comité de coordination (TNO et Carrefour). De plus, le ROCS tient régulièrement des rencontres du CA7, formé de tous les membres des conseils d'administration des 7 OSBL, soit une soixantaine de membres de la communauté du GS.

Depuis l'automne 2010, le ROCS est appuyé par la consultante Paulette Gagnon qui coordonne le développement du projet PdA et d'autres initiatives du ROCS. Paulette œuvre dans le milieu culturel depuis le début des années 1980 et la Place des Arts est le quatrième projet d'immobilisations au cours de sa carrière, après le projet du TNO des années 1980 (Canada Bread, Sudbury), La Nouvelle Scène (projet original de 1998, Ottawa), puis le nouveau centre de LNS (projet 2014-2015, Ottawa).

En octobre 2015, les membres du ROCS ont soumis conjointement une demande d'incorporation sans but lucratif au Gouvernement de l'Ontario. Les membres du Comité directeur formeront le premier conseil d'administration de la nouvelle corporation, La Place des Arts du Grand Sudbury. L'assemblée de fondation est prévue en février 2016.

Les membres du conseil d'administration fondateur seront : Geneviève Pineault, directrice artistique, TNO; Diane Leblanc, présidente, Prise de parole; Danielle Tremblay, directrice artistique et générale, GNO; Roxanne Charlebois et Sylvie Lessard, codirectrices, Salon du livre du GS; Alain Richard, trésorier, CPOF; Martin Lajeunesse, directeur administratif, TNO; Stéphane Gauthier, directeur général, Carrefour francophone; Pierre Paul Mongeon, directeur, La Nuit sur l'étang.

## 2. DÉTAILS DU PROJET

**Nom du projet :** La Place des Arts du Grand Sudbury

**Description du projet :** *Décrivez le projet présenté et son importance pour la communauté.*

Le projet Place des Arts vise la création et construction d'un centre artistique multidisciplinaire au service de l'ensemble du secteur culturel du Grand Sudbury. Le projet répond aux objectifs de nombreux exercices de planification des dernières années : le Plan directeur du centre-ville (2012), où le centre sera situé, le Plan culturel du GS adopté en 2014 et le tout nouveau Plan de développement économique de la Société de développement du GS, Faisons fond sur du solide.

Le projet est d'abord identifié comme priorité de la communauté francophone de la région en 2008, lors des États généraux de la Francophonie du GS. En 2012, le ROCS mène une consultation communautaire et évalue les besoins des artistes et des organismes artistiques et culturels de la région en menant une enquête auprès de 19 organismes (qui s'ajoutent aux 8 déjà consultés en 2010) et d'artistes professionnels. Les besoins sont les mêmes que chez les membres du ROCS : besoin d'espaces de travail et de diffusion de bonne qualité et bien équipés, besoin de flexibilité dans l'accès aux espaces de travail. Suite à cette première phase de développement du projet, les membres du ROCS décident d'entreprendre la réalisation du projet et réalise en 2014-2015 l'étude formelle de faisabilité du projet.

Au termes de l'étude, le projet est un bâtiment de 5 étages, avec une superficie totale de 60 000 pi.ca. réunissant plusieurs installations recherchées par le milieu et aménagées pour desservir de multiples usagers tout au long de l'année :

- un bistro-bar, équipé d'une petite scène, dédiée aux artistes locaux selon une approche "Plug and play" peu dispendieuse; jauge de 60 à 100 personnes
- une salle multifonctionnelle (salle de répétition, espace d'enseignement du bac en Théâtre de l'Université Laurentienne, studio boîte noire pour petites formes avec loges et bureau de production attenants; jauge de 100 à 150
- une galerie d'art actuel, occupée et gérée par la Galerie du Nouvel-Ontario
- une salle de spectacle de 299 places, avec sièges fixes et un espace scénique à l'italienne, munie d'un grand plateau et d'une régie fermée; foyer, loges et salon vert attenants
- des studios d'artistes (3) et des ateliers de travail (3)
- une boutique culturelle offrant des œuvres d'art, des ouvrages savants produits dans la région, de l'artisanat et des produits locaux, des matériaux d'art et des produits culturels (cd, livres, revues, etc.)
- un Studio Jeunesse, pour les activités d'animation et d'éducation artistique dédiées aux enfants
- des aires administratives pour les 8 organismes résidents
- des aires de services ( billetterie, hall d'entrée, toilettes, débarcadère, entrepôts, conciergerie, etc.).

**Objectifs du projet :** *Précisez les objectifs du projet et la façon dont le projet contribue ou contribuera au « triple résultat net », soit le développement économique, social et environnemental dans la Ville du Grand Sudbury.*

Parmi les objectifs les plus importants poursuivis par la Place des Arts, notons les suivants :

- Offrir aux publics, dans un lieu signature qui abrite des installations spécialisées, une programmation diversifiée et de grande qualité en arts de la scène (i.e. danse, musique, théâtre, humour et variétés), en arts littéraires, en arts visuels, en folklore et patrimoine, en arts médiatiques et en arts communautaires afin de célébrer et promouvoir l'excellence artistique, la créativité et l'innovation de la région.
- Offrir aux publics de tous les âges et de tous les horizons culturels un foisonnement d'activités artistiques, culturelles et patrimoniales afin de stimuler leur appréciation et de favoriser l'expression de leur créativité dans un environnement où ils vivent des expériences inclusives et mémorables.
- Dépister et accueillir les artistes et travailleurs culturels émergents en leur offrant des stages, des activités de développement professionnel et de l'accompagnement.
- Promouvoir « l'expérience Sudbury » et développer une expertise en tourisme culturel.
- Valoriser l'apport franco-ontarien au développement durable du Grand Sudbury.
- Développer des partenariats entre plusieurs OSBL et institutions qui visent le renforcement de la capacité collective et favorisent l'entraide et la collaboration stratégique dans divers domaines, dont l'amélioration de la qualité de vie grâce à la vitalité de son secteur culturel, le développement économique et le tourisme culturel.
- Construire un édifice vert : énergie solaire, géothermie, toit végétal, matériaux provenant de ressources renouvelables tel que le bois, etc.
- Mise en commun de ressources matérielles, techniques et humaines dans le but de générer des économies d'échelle et une utilisation optimale des ressources en place.

Cinq ans après son inauguration, la PdA aura atteint les résultats suivants :

- Grâce à son caractère attractif, la Place des Arts a contribué de façon significative au développement du centre-ville du Grand Sudbury; plus de 50 000 personnes ont, sur une base annuelle, visité l'un des nombreux espaces de la Place des Arts.
- La culture francophone du Grand Sudbury est plus vibrante que jamais grâce aux nombreux partenariats mis en place avec des artistes, des organismes et des institutions de la région et d'ailleurs.
- Des artistes, des travailleurs culturels et communautaires ont choisi de demeurer ou de revenir vivre à Sudbury.
- La vie culturelle enrichie contribue à accroître le nombre de touristes qui choisissent la grande région de Sudbury comme destination ou étape importante de leur voyage.
- La Place des Arts est un lieu ouvert à l'ensemble de la communauté qui dessert une diversité d'usagers et de publics.

**Analyse du marché et justification raisonnée :** *Démontrez le besoin ou la demande du projet proposé.*

Les sept membres du ROCS sont tous des organismes bien établis et ensemble, ils rejoignent 20 000 personnes par année avec des spectacles et des concerts, des festivals, des soirées littéraires, des ateliers d'art et d'autres activités. La création de la PdA contribuera stratégiquement à l'augmentation de l'achalandage au centre-ville, y concentrant une masse critique en soirée et en fin de semaine.

Sept autres organismes et institutions locales ont déjà indiqué leur désir de produire leurs activités à la Place des Arts, ajoutant environ 5 000 autres séjours au centre-ville. Ajoutons les 50 employés qui travailleront dans les aires administratives et de services du centre, puis les artistes, concepteurs et techniciens des productions en travail ou en représentation et nous voilà à 40 000 séjours au centre-ville par année, avant même de considérer les clients du Bistro et les autres usagers. La création d'un tel centre permettra rapidement de rejoindre un plus grand nombre de résidents et de visiteurs grâce à une visibilité importante au centre-ville et à la notoriété du complexe culturel.

Une étude de marché réalisée en 2013 par Collins Barrow a démontré que la population du GS était très intéressée par le concept mis de l'avant. Une analyse des dépenses des résidents du GS démontrait aussi que la PdA serait dans un marché concurrentiel mais non saturé où le Bistro pourrait rapidement se faire une place. Sa programmation éclectique et originale, un bon rapport qualité/prix et son ambiance chaleureuse seront les clés de son succès auprès d'une diversité de publics.

L'analyse d'occupation des différents espaces dressée en 2014-2015 avec la participation de 14 usagers importants démontre que les principaux espaces seront très occupés, avec déjà plus de 200 jours d'occupation chacun (salle de spectacle, salle multifonctionnelle, galerie et studio jeunesse). Plusieurs autres organismes, groupes et artistes ont indiqué leur intérêt à partager les installations prévues. Le marché locatif de la PdA promet d'être élevé, compte tenu du faible nombre d'installations de ce type et de la forte demande identifiée.

En conclusion, l'analyse du marché démontre que la PdA pourra générer 50 000 séjours au centre-ville dès les premières années, tout en répondant aux besoins de multiples usagers.

**Partenariats du projet :** *Nommez chaque partenaire participant au projet et indiquez le rôle de chaque partenaire.*

Les premiers partenaires du projet, qui pilotent conjointement la réalisation du projet immobilier Place des Arts depuis 2010, sont les sept membres du ROCS. Le TNO et le Carrefour sont les organismes porteurs et se partagent l'administration du projet. Les cinq autres membres siègent au comité directeur depuis 2011 et formeront dans quelques semaines le conseil d'administration fondateur de la nouvelle corporation sans but lucratif, La Place des Arts du Grand Sudbury.

S'ajoutent ensuite six autres partenaires secondaires qui ont participé aux travaux des dernières années à titre d'usagers réguliers du futur centre : l'Université Laurentienne (pour son bac en Théâtre), Silver Birch String Quartet, Encore Theatre, YES Theatre, PlaySmelter Festival et Crestfallen Theatre. Ces partenaires ont indiqué leur intérêt envers la Place des Arts et ses installations (voir les lettres d'appui ci-jointes) et leurs besoins ont été pris en considération lors de l'étude de faisabilité (i.e. lors de l'analyse d'occupation mensuelle d'une année type). Plusieurs autres organismes artistiques et culturels ont aussi indiqué leur intérêt pour les installations prévues : l'Orchestre symphonique, certains festivals, North Road Theatre, la Chorale les Troubadours, Music & Film in Motion, la troupe Earthdancers, etc.

Enfin, le projet bénéficie aussi d'un grand nombre de partenaires communautaires intéressés à voir ce projet se réaliser dès que possible afin que de nouvelles possibilités s'ouvrent à leurs partenariats historiques avec les membres du ROCS : pensons aux conseils scolaires, à l'Université Laurentienne et au Collège Boréal, au Centre de santé communautaire du Grand Sudbury, au Comité de planification communautaire, à Downtown Sudbury et d'autres.



### 3. AVANTAGES POUR LA COMMUNAUTÉ

Décrivez l'impact économique du projet, notamment la création d'emplois et l'augmentation des possibilités d'emploi, l'augmentation du nombre de visiteurs dans la communauté et l'attraction des investissements.

Selon l'analyse des impacts économiques du projet réalisée au printemps 2015, l'impact sur le PIB de la région sera important, tant au moment de la construction que par la suite, une fois le centre en opération.

- Au moment de la construction : 180 emplois créés (chantier de 18 mois) et 18,7 M\$ sur le PIB de la région;
- Une fois en service : 30 emplois et 1,7 M\$ par année sur le PIB du GS;
- Selon l'attrait auprès des visiteurs, la PdA a le potentiel de générer quelques millions de dollars d'impact additionnel.

Au moment de sa construction, avec un appui de 5 M\$ de la Ville du GS, la Place des Arts aura obtenu 25 M\$ de capital additionnel qui sera principalement investi dans la région.

La gestion de la Place des Arts créera jusqu'à 15 nouveaux emplois à temps plein dès sa mise en exploitation afin d'assurer une gestion efficace du centre et de ses nombreux services. De plus, plusieurs pigistes et travailleurs à temps partiel seront aussi requis pour le bon fonctionnement du centre : serveurs du bistro, préposés à la billetterie, personnel d'accueil lors des présentations, personnel de production et de techniques de scène, etc.

Toutes les analyses et les recherches menées démontrent que la création de la Place des Arts aura un impact favorable sur l'attractivité du GS, et contribuera à l'augmentation du nombre de visiteurs dans la région, générant des retombées économiques directes et indirectes pour toute la région.

Décrivez la façon dont le projet améliorera la mobilisation des citoyens et renforcera le capital social, par exemple en renforçant la fierté communautaire et le sentiment d'appartenance.

La Place des Arts jouera un rôle important auprès de la communauté francophone de la région puisque l'un de ses mandats est de lui offrir un lieu rassembleur, vecteur de la fierté culturelle de près de 30% de la population du GS. De nombreuses célébrations et occasions de rassemblement de la communauté francophone auront lieu à chaque année à la Place des Arts, qui agira comme Maison de la francophonie.

Un deuxième mandat conféré à la PdA le rôle de centre artistique au service du grand secteur des arts, de la culture et du patrimoine de la région. Nous l'avons déjà mentionné, plusieurs artistes, organismes, clubs et autres ont indiqué leur intérêt pour les installations proposées. La PdA jouera un rôle de "hub", de pôle d'attraction auprès des créateurs et professionnels de l'économie créative et favorisera le recrutement et la rétention de ces travailleurs en leur offrant un lieu moderne de recherche, d'expérimentation et de création fréquenté par de nombreux résidents de la région avec qui ils peuvent échanger grâce à de nombreuses activités de médiation culturelle, d'arts communautaires et autres approches favorisant l'engagement chez les citoyens.

De nombreuses études ont démontré l'impact positif des arts et de la culture sur le sentiment d'appartenance des gens, l'inclusion et l'ouverture et l'engagement civique. La Place des Arts contribuera à rendre le centre-ville agréable, dynamique et sécuritaire pour tous. L'architecture du centre se distinguera tout en s'intégrant dans le tissu urbain du centre-ville. Située à proximité de l'École d'architecture et du Elgin Greenway, la Place des Arts contribuera à la création d'un centre-ville contemporain, invitant les visiteurs et résidents à y vivre des expériences culturelles mémorables.

Enfin, notons l'impact important du projet avant même la construction sur l'engagement des bénévoles. En effet, depuis cinq ans, sept conseils d'administration et plusieurs autres bénévoles ont uni leurs efforts pour développer le projet. Plus d'une quarantaine de membres de la communauté sont activement engagés dans l'un ou l'autre des comités de travail formés depuis 2011. Au cours des prochaines années, la PdA devra mobiliser un nombre croissant de citoyens pour assurer le succès du projet immobilier. La campagne de financement invitera des leaders communautaires à former un cabinet et de nombreux bénévoles à s'impliquer dans des activités de collecte de fonds. Une fois le centre en opération, plusieurs bénévoles auront l'occasion de participer à la gestion du centre : conseil d'administration, comités, personnel d'accueil, stagiaires, etc.

Décrivez la façon dont le projet favorisera la santé et le bien-être des êtres humains.

De nombreuses études ont démontré les bienfaits des arts et de la culture sur le mieux-être des personnes et des communautés : croissance personnelle, ouverture à l'autre, esprit d'entraide et de collaboration, inclusion sociale et culturelle accrue, développement de la créativité et de l'entrepreneuriat, transmission de la langue et de la culture, sentiment d'appartenance sont parmi les plus connus.

Les membres du ROCS croient fermement que la Place des Arts jouera un rôle important comme lieu d'accueil et de rencontre auprès de résidents de tous les groupes d'âges, de la petite enfance aux aînés. La Place des Arts desservira la francophonie de notre région tout en tissant des liens étroits avec la communauté anglophone grâce à ses services entièrement bilingues. De plus, la PdA cherchera à développer des liens avec les Premières Nations de la région, tout comme avec d'autres communautés culturelles établies dans la région (communautés italienne ou ukrainienne et plus récemment établie, la communauté ethnoculturelle).

La PdA fera une place importante aux activités d'arts communautaires, à la médiation culturelle et aux amateurs de pratiques artistiques diverses. La présence au sein de la PdA d'artistes, de troupes communautaires, de chorales, d'écoles de danse et de musique de la région contribuera à l'animation du lieu, au développement de son rôle rassembleur et favorisera son enracinement communautaire. Les arts communautaires et la médiation culturelle sont des approches privilégiées de la participation citoyenne appelées à se développer au fil des ans.

Décrivez la façon dont le projet contribuera à la durabilité de l'environnement dans la communauté.

Le centre est conçu et sera construit selon une approche de développement durable afin de minimiser l'empreinte écologique du projet et de contribuer au développement durable de la communauté du Grand Sudbury, tout en assurant son exploitation optimale au coût le moins élevé possible. Le budget de construction prévisionnel comprend des systèmes en géothermie et en énergie solaire tout comme un toit végétal et un apport optimal de la lumière naturelle dans tout l'édifice.

L'aménagement du centre prévoit des installations invitant les résidents et les publics desservis à utiliser les transports actifs, que ce soit les transports publics, le vélo ou la marche. Le développement durable sera également au cœur des opérations du centre : recyclage, compostage, partage de ressources, etc.

En contribuant à la densification du centre-ville, la Place des Arts devient un partenaire stratégique de la Ville du GS et des autres actionnaires de ce quartier (i.e. propriétaires immobiliers, commerces, etc.).

#### 4. COÛTS ET FINANCEMENT DU PROJET

Tous les partenaires indiqués se sont-ils engagés à l'égard de ce projet? ☒ Oui ☐ Non

##### Expliquez :

En août dernier, au terme de l'étude de faisabilité qui recommande d'aller de l'avant avec le projet immobilier, les sept conseils d'administration des membres du ROCS confirmaient leur décision de poursuivre leur collaboration pour entreprendre la réalisation du projet (Phase 3 de 4). La Place des Arts doit maintenant obtenir l'engagement des trois paliers de gouvernement et réaliser une campagne de financement.

##### Donnez des détails sur la façon dont vous obtiendrez votre contribution indiquée :

La Place des Arts entreprendra dès le début de l'année 2016 une vaste campagne de financement dont l'objectif est de réunir 3,25 M\$ pour la construction du centre.

Le financement de la Ville est-il nécessaire à la viabilité de votre projet? ☒ Oui ☐ Non

##### Expliquez :

En accordant son appui au projet Place des Arts, la Ville offrira aux responsables un levier important alors qu'ils entreprennent des sollicitations auprès du secteur privé et des gouvernements de l'Ontario et du Canada. Le pari proposé à la Ville est d'investir 5 M\$ pour en attirer 25 M\$, dont plus de 18 M\$ sera investie localement au moment de la construction, impact auxquels s'ajoutent les retombées indirectes.

Une fois en service, le modèle d'affaires proposé prévoit un investissement annuel municipal de l'ordre de 200 000 \$, soit 15% du budget annuel d'exploitation du centre ou 3,31 \$ du pied carré. En comparaison, la Ville d'Ottawa investit 46 \$ le pied carré au Centre Shenkman et plus de 15 \$ le pied carré à la Cour des arts, deux centres artistiques municipaux, alors qu'elle contribue annuellement 17 \$ le pied carré à La Nouvelle Scène, un organisme sans but lucratif qui abrite 4 compagnies de théâtre.

Le succès du modèle d'affaires de la Place des Arts est le grand nombre d'usagers qui ensemble génèrent un taux d'occupation élevé des installations, permettant au centre de générer 70 % des revenus requis de façon autonome (locations et revenus de services).

En plus des partenaires financiers indiqués dans votre proposition, y a-t-il d'autres programmes de financement auxquels vous auriez fait une demande ou que vous auriez abordés? ☒ Oui ☐ Non

##### Si la réponse est « oui », avec qui d'autre avez-vous communiqué?

Le ROCS informe régulièrement tous les bailleurs de fonds des progrès du projet PdA : Ville, province et fédéral. Plusieurs leaders communautaires connaissent aussi le projet.

Si vous êtes un organisme sans but lucratif, le financement du secteur privé a-t-il été envisagé ou est-il applicable?

☒ Oui ☐ Non

##### Expliquez :

La Place des Arts entreprendra dès le début de l'année 2016 une vaste campagne de financement de 3,25 M\$. Un appel aux propositions vient d'être lancé pour recruter une firme spécialisée qui dirigera cette campagne.

Catégorie de coût du projet*	Année 1	Année 2	Année 3	Financement total
Acquisition du site	\$ 500,000.00			\$ 500,000.00
Construction (incluant honoraires professionnels et contingences)	\$ 14,000,000.00	\$ 9,460,000.00		\$ 23,460,000.00
Scénographie et multimédias		\$ 4,180,000.00		\$ 4,180,000.00
Mobilier et équipements		\$ 860,000.00		\$ 860,000.00
Autres frais (campagne, frais d'intérêts, gestion du projet)	\$ 480,000.00	\$ 240,000.00	\$ 240,000.00	\$ 960,000.00

\*Sous « catégorie de coût du projet », indiquez les catégories de coût applicables comme le salaire, les frais de consultation, les matériaux, la gestion de projet et le coût de l'équipement.

Financement du projet	Financement*	Activité financée**	Année 1	Année 2	Année 3	Financement total
Organisme directeur	argent	Campagne majeure à réaliser	\$ 1,083,000.00	\$ 1,083,000.00	\$ 1,084,000.00	\$ 3,250,000.00
Ville du Grand Sudbury	argent et terrain (500K)	À confirmer (18 % du total)	\$ 3,500,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 5,500,000.00
Prov ON (SGFPNO, MTCS, Infrastructures)	argent	À confirmer	\$ 4,000,000.00	\$ 4,000,000.00	\$ 750,000.00	\$ 8,750,000.00
Gvt Canada (Patrimoine, FedNor)	argent	À confirmer	\$ 5,000,000.00	\$ 5,000,000.00	\$ 2,460,000.00	\$ 12,460,000.00
		<b>TOTAL</b>	\$ 13,583,000.00	\$ 11,083,000.00	\$ 5,294,000.00	\$ 29,960,000.00
		<b>Contribution de la Ville comme % des coûts totaux du projet</b> (Montant de la ville demandée/financement total)				5,000,000.00 %

\*p. ex. argent, subvention, en nature

\*\*confirmée, approbation à venir

Note : Le TOTAL des coûts du projet doit être égal au TOTAL du financement du projet.

# BUDGET 2016 LARGE PROJECTS PRESENTATION FORM

## 1. CONTACT INFORMATION

**Organization Name:** Greater Sudbury Synergy Centre Inc.

RECEIVED

☒ Not-for-profit corporation ☐ Private Sector ☐ Consortium ☐ Other:

NOV 12 2015

**Lead Contact Name:** Paul Finley

**Title:** Project Manager

CLERK'S

**Address:** [REDACTED]

**City:** [REDACTED]

**Postal Code:** [REDACTED]

**Telephone Number:** [REDACTED]

**Alternate Number:** [REDACTED]

**Email Address:** [REDACTED]

**URL Address:** [REDACTED]

**Proposed Start Date** *Indicate the proposed project start date based on project implementation schedule*

**Proposed Completion Date** *Indicate the proposed project completion date based on project implementation schedule*

January 1, 2016

December 31, 2017

### Amount Requested from the City:

- ☐ One Time Contribution - \$
- ☒ Multi Year Contribution - \$ \$ 300,000.00
- ☐ Ongoing Support - \$
- ☒ Other (land, etc.) - \$

### Briefly describe your organization, including: mandate, organizational stability, established track record and capacity for project management

The Greater Sudbury Synergy Centre is an incorporated not-for profit organization initially established in 2012 as the Project Steering Committee and formally incorporated in 2015. Its primary mandate is the development of a community multi-purpose convention and performing arts complex as part of the City's Downtown Master Plan. The project is the result of a 2008 Community Adjustment Committee study which highlighted the need for an innovative and dynamic space to revitalize the downtown and "drive" the economic, social and cultural capacity of the community.

In 2013, the Project Steering Committee conducted a Feasibility Study funded by the 3 levels of government including;

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

The study concluded that once built, a professionally managed facility will operate on a self-sustaining basis.

Since that time, the Committee / organization has focused on the development of relationships with community stakeholder groups as well as contacts in the commercial, financial services and project management sectors.

### Please provide the governance structure of the organization. Include key staff and their roles and a list of board members and their roles

The Synergy Centre Board is comprised of 3 founding Directors, 5 Board members-at-large and one staff person as follows:

Chair - John Caruso  
 Vice-Chair - Scott Overton  
 Secretary - Douglas Morrison  
 Project Manager - Paul Finley (ex-officio)

Members at large:

Jean Leblanc  
 Michael Luciw  
 Debbi Nicholson  
 Carmen Simmons  
 Brian Tremblay

## 2. PROJECT DETAILS

**Project Name:** Greater Sudbury Synergy Centre

**Project Description:** *Describe the project that is being presented and it's importance to the community*

The Greater Sudbury Synergy Centre is a proposed multi-purpose convention and performing arts centre that will use transformation technology to provide performance, classroom and gallery / exhibit spaces of many sizes and configurations for both commercial and community uses. Its versatility will permit a level of usage that will facilitate 300+ events per year, thus enabling it to operate on a financially self-sustaining basis. The proposed "pre-Construction" phase will entail activities critical to taking the Project to the "shovel-ready" stage and provide the community with the necessary assurances with respect to such areas as site selection, design, capital cost and operating efficiencies. These include;

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

**Project Objectives:** *Specify the project objectives and how the project does and/or will contribute to a "Triple Bottom Line", economic, social and environmental development in the City of Greater Sudbury*

**Economic:**

- increase capacity to host convention, arts, cultural and tourism events
- support the "Knowledge economy" and "creative class" and attraction / retention highly qualified persons (HQP) & families
- leverage partnerships in skills training / attraction of new professionals and business opportunities
- serve as a catalyst (Driver) for mixed-use development / downtown revitalization (per GSDC StratPlan / Downtown Master Plan)
- promote Greater Sudbury as a regional convention , arts and tourism "destination"
- multi-use / transformational feature will provide greater operating efficiencies and improve "bottom line"

**Social:**

- strengthen partnerships and community engagement between culture /arts, institutions, business, education & health
- enhance / increase capacity of arts community and ability to host regional / touring events
- creation of a "critical mass" of skills, talent and community initiatives
- incubator / attractor of new people / enterprises / opportunities to enhance & grow business and cultural fabric of Greater Sudbury (e.g. School for Performing Arts)
- improved "quality of life" experience and enhancement of Greater Sudbury's image

**Environmental:**

- renewal of City's infrastructure of cultural, tourism and hospitality performance / meeting spaces
- promote environmental sustainability by consolidating multiple stand-alone venues
- state-of-art, multi-use, transformational design to maximize program & space utilization for more cost-effective, sustainable, "greener" business model
- energy efficiency and green technology in building design & construction will reinforce Greater Sudbury's image as leading Canadian City in environmental sustainability

**Market Analysis and Rationale:** *Demonstrate the need or demand for the proposed project*

Total N.E. Ontario conference / culture / arts market is 600,000; Sudbury share is 157K (26%)

**Conventions:**

- total NE Ontario conventions market is approx. 99,000; Sudbury share is 38,000 (38%)
- Sudbury has 16 brand hotels and >70% occupancy rate

"A world-class hosting facility will provide the community with a "competitive edge" to attract the conventions, touring shows & special events (capacity 750-1500) which currently bypass Greater Sudbury

**Arts:**

- 500,000 people in Sudbury participate in >2,000 cultural activities via 31 organizations
- annual participation rate in arts is 1 visit per capita; 2x N. Ontario / 1/2 provincial average
- 25 existing "aging" arts venues have limited capability / capacity (150 - 600)

"A modern arts facility will encourage community arts and cultural organizations to collaborate, "grow" their activities and host performances, events and exhibitions"

**Project Partnerships:** *Identify and list each partner involved in the project and provide the role of each partner*

The Synergy Project has received endorsement from many community agencies / institutions (letters provided) including;

- Laurentian University - education / conferences / events
- Cambrian College - training / community events
- Greater Sudbury Chamber of Commerce - seminars / community events
- AMRIC - conferences, seminars, meetings /events
- Health Sciences North - conferences, training / community events
- CEMI - conferences, seminars
- Sudbury Symphony Orchestra - performances, rehearsals, "conservatory" training
- SAMSSA - Mining conferences, trade shows, special events
- National hotel development / finance firms ("confidential" pending confirmation of City support)

### 3. COMMUNITY BENEFITS

Describe the economic impact of the project including job creation and increased employment opportunities, increased visitors to the community and investment attraction.

- 300+ events: 100,000 participants / visitors (arts performances, conferences, banquets, weddings)
- 15% annual growth rate = \$35M incremental economic impact (TREIM)
- Catalyst for cluster of mixed-use commercial development & revitalization of downtown
- Creation of new enterprises and employment (25 direct / 75 indirect jobs immediately)
- Promote "Knowledge economy" and attract highly qualified personnel (HQP)
- Partnerships with community organizations and institutions
- Strong potential for co-location of full-service (250-300 room) downtown hotel
- Public /private enterprise model & tiered usage program will balance community needs /sustainability
- Reinforcement of Sudbury's image / brand as regional "hub" for business, culture, education & tourism
- Mixed-use, transformation capability will eliminate need for multiple facilities, provide capital savings and promote operating efficiencies / sustainability

Describe how the project will enhance civic engagement and build social capital, including building community pride and belonging

- The Synergy Centre's "Community Sustainability Model" will promote participation / cooperation by multiple users / stakeholders i.e. CGS, Sudbury Tourism Partnership, GS Chamber of Commerce, post-secondary institutions, health sciences and mining sectors, community and performing arts groups and all citizens. Furthermore it will;
- Operate under an arms-length, professional management structure which will ensure operational efficiency, flexibility
  - Be a "community meeting place" for events (large & small) for all groups, ages, cultures
  - Attract / facilitate large community celebrations, special events and educational opportunities
  - Revitalize Downtown Sudbury and promote new business, commercial and residential growth
  - Provide new / complementary opportunities for social enterprises and Sudbury's emerging "creative class" in such areas as digital media, stage design and production, food preparation / catering, sound and lighting and back-stage support
  - Be a state-of-art, "flagship" attractor for conferences, trade shows, local and touring events that will reinforce Sudbury's image and brand as a regional tourism, arts and business hub.

Describe how the project will promote and foster human health and well being

The Synergy Centre and activities therein will;

- Promote / facilitate participation in the arts, culture and community activities
- Provide a healthy and clean environment and a fun experience for families and visitors
- Enhance to City's attractiveness to skilled professionals & highly trained workers
- Support the "knowledge economy" with classrooms and lecture spaces as well as facilities for high-level professional conferences; higher level educational opportunities have been connected to healthier lifestyles
- Attract people to participate in other activities incorporated within Sudbury's Downtown Master Plan and be a "must go" destination on the Elgin Greenway

Describe how the project contributes to our community's environmental sustainability.

- Based upon its transformational, multi-use platform, the Synergy Centre will efficiently serve a variety of functions / roles thus eliminating the need for multiple, costly stand-alone facilities. Furthermore its modern operating system and professional management will promote maximum program / space utilization thus providing a more cost effective, sustainable and "greener" business model
- The Steering Committee is committed to incorporating energy efficiency and green technologies into the building design and construction. This facility will be the latest showcase for Greater Sudbury as a leading Canadian city in environmental sustainability

#### 4. PROJECT COSTS AND FINANCING

Have all identified funding partners committed to the project? ☐ Yes ☒ No

**Explain:**

Extensive consultation with both private and other public funders has occurred; however they will not commit until support of City of Greater Sudbury (Council) is confirmed

**Provide details on how you will obtain your identified contribution:**

Is City funding necessary to make your project viable? ☒ Yes ☐ No

**Explain:**

As the City and the citizens of Greater Sudbury will be the primary participants /beneficiaries of the activities conducted in the facility, it can be anticipated that the City will play a key role as co-host / sponsor along with other public and private sponsors / contributors.

In addition to funding partners listed in your submission, are there other funding programs that you have applied to/approached? ☒ Yes ☐ No

**If yes, who else have you contacted:**

Ontario Ministry of Tourism supported Phase I Feasibility Study; additional support pending. Our Chair has met with local Member of Parliament to discuss other federal funding options.

**If you are a not-for-profit organization, has private sector funding been considered and/or it applicable?**

☒ Yes ☐ No

**Explain:**

Substantial discussion has been held with private sponsors / investors; however support is pending City commitment and will be directed to capital

Project Cost Category*	Year 1	Year 2	Year 3	Total Funding
Project Manager Salary @\$75K x 2	\$ 75,000.00	\$ 75,000.00		\$ 150,000.00
Admin. Support, Office Rent & Communications	\$ 50,000.00	\$ 50,000.00		\$ 100,000.00
Consulting Services - Engineering/ Design/ Financial (see attached "Scope of Work")	\$ 325,000.00	\$ 325,000.00		\$ 650,000.00
Community consultations, Meetings, Travel	\$ 25,000.00	\$ 25,000.00		\$ 50,000.00
Total Costs	\$ 475,000.00	\$ 475,000.00		\$ 950,000.00

\*Under project cost category identify applicable cost categories such as wages, consulting costs, materials, project management, equipment costs, etc.

Project Financing	Funding Status*	Activity Funded**	Year 1	Year 2	Year 3	Total Funding
Lead Organization	In-kind	Confirmed	\$ 25,000.00	\$ 25,000.00		\$ 50,000.00
FedNor	Grant	Pending	\$ 150,000.00	\$ 150,000.00		\$ 300,000.00
NOHFC / MTCS	Grant	Pending	\$ 150,000.00	\$ 150,000.00		\$ 300,000.00
City of Greater Sudbury	Grant	Pending	\$ 150,000.00	\$ 150,000.00		\$ 300,000.00
		<b>TOTAL</b>	\$ 475,000.00	\$ 475,000.00	\$ 0.00	\$ 950,000.00
		<b>City contribution as % of total project costs</b> (City Amt. requested/Total Funding)				31.60 %

\*e.g. cash, grant, in-kind

\*\*confirmed, pending approval

Note: Project costs TOTAL must equal project financing TOTAL.



## Greater Sudbury Synergy Project - Phase II

### Scope of Work:

1. **Final Concept Design and Project Specifications** - Consultation with user groups and City to set out the project specifications and overall design scope. This work will engage architects, engineers and consultants to assist in the development of concept design related to site and building layout, infrastructure / service requirements & specifications. **Cost estimate: \$300,000**
2. **Site Selection and Development Costs** - This work will identify alternative sites and compare costs and benefits of each and will entail consultation with stakeholders, engineering and market consultants and the City. It will require substantial engineering and realty input to estimate development and land acquisition costs. **Cost estimate : \$100,000**
3. **Detailed Project Costing** (developed from the Final Concept Design & Specifications and Site Selection / Development Costs). This work will require the use of cost consultants to assist in estimating the cost of the details of the project. **Cost estimate: \$75,000**
4. **Pro-forma estimate** (based on Final Design Concept / Specifications & stakeholder consultation) - Multi-year pro-forma comparison utilizing other existing facilities will also be provided. Work will require use of experienced facility managers and consultants. **Cost estimate: \$100,000**
5. **Final Business Plan** – Results of steps 1 through 4 above will be combined into a final business plan which will serve as the background document for decision making on the Project. Presentation will be made to all prospective partners / investors including the City, senior levels of government and other public / private stakeholders. **Cost estimate: \$75,000**
6. **Financing and Capital Campaign** (based on the Final Business Plan) - Work will include preliminary discussions with senior levels of government and other public / private stakeholders regarding alternative funding / financing options with the goal of forming strategic partnerships which enhance community participation/ risk mitigation and opportunities for private sector investment. **Cost estimate: \$50,000**
7. **Project Governance/ Management** - Once participating partners have been established, a governance model to oversee construction and operation will be developed. **Cost estimate: \$50,000.**

The completion of these tasks will provide the Greater Sudbury Council, senior levels of government and other stakeholders with the required information to proceed with a final decision on the Project. If a decision is made to go forward, the Project will proceed to the land acquisition and final design stages, followed by tender for construction.

# BUDGET 2016 LARGE PROJECTS PRESENTATION FORM

## 1. CONTACT INFORMATION

**Organization Name:** Royal Canadian Legion Dr. Fred Starr Branch 76

RECEIVED

☒ Not-for-profit corporation ☐ Private Sector ☐ Consortium ☐ Other:

NOV 13 2015

**Lead Contact Name:** Dave Petrynchyn

**Title:** President

CLERK'S

**Address:** [REDACTED]

**City:** Sudbury

**Postal Code:** [REDACTED]

**Telephone Number:** [REDACTED]

**Alternate Number:** [REDACTED]

**Email Address:** [REDACTED]

**URL Address:**

**Proposed Start Date** *Indicate the proposed project start date based on project implementation schedule*

June 2016

**Proposed Completion Date** *Indicate the proposed project completion date based on project implementation schedule*

June 2017

### Amount Requested from the City:

- ☒ One Time Contribution - \$ \$ 3,000,000.00  
☐ Multi Year Contribution - \$  
☐ Ongoing Support - \$  
☐ Other (land, etc.) - \$

**Briefly describe your organization, including: mandate, organizational stability, established track record and capacity for project management**

The mandate of the RCL is to serve Veterans, including currently serving military and RCMP members, Police members and their families. To promote Remembrance and to serve our communities.

Branch 76 was issued its charter on December 2, 1926.

Project management will be under the supervision of Castellan & James reporting to the Legion Branch executive and it's 487 members.

**Please provide the governance structure of the organization. Include key staff and their roles and a list of board members and their roles**

Dave Petrynchyn - President  
 Dale Pepin - Vice President  
 John Goedhuis - Vice President  
 Dianne Carter - Secretary  
 Ron Robitaille - Service Bureau  
 Allen Lamirande - New Building Chair  
 Jim Young - Constitution & Laws Chair  
 Gisele Pharand - Public Relations  
 Kerry Leach - Membership  
 Bruce McNab - Sergeant at arms - Bursary  
 Ray Pharand - House and Property Chair  
 Gaetane McNab - Entertainment - Sick & Visiting  
 Gary Dale - Ways and Means  
 Judy Robitaille - Youth Education  
 The Legion branch reports to Zone, District Command, Provincial Command then Dominion Command.



## 2. PROJECT DETAILS

**Project Name:** Royal Canadian Legion Branch 76 Complex

**Project Description:** *Describe the project that is being presented and its importance to the community*

The project being presented is our new legion branch, senior housing complex and passive park. The total cost of the Branch building and Senior Rental housing project is estimated at \$15 million. The Branch Building alone is projected to cost \$3 million.

This project will help the Legion Branch to better support veterans, seniors and local volunteer organizations. It will help the Legion to better support our youth through sports and education programs.

We will be able to provide better service and financial assistance to veterans and their family within our community.

**Project Objectives:** *Specify the project objectives and how the project does and/or will contribute to a "Triple Bottom Line", economic, social and environmental development in the City of Greater Sudbury*

This project will allow us to contribute to the economic, social and environmental development by:

- enhancing our ability to donate to local charities
- support local vendors (goods and services necessary for the general operation of the branch)
- it will provide a practical and modern venue for local organizations to meet and gather
- it will provide a practical and modern facility for members and citizens alike to gather and socialize
- it will provide job opportunities particularly during the development construction phase
- it will provide the citizens of our community with a beautiful, relaxing outdoor park setting, an area in which to walk about, enjoy nature and the scenic view of the lake.

**Market Analysis and Rationale:** *Demonstrate the need or demand for the proposed project*

The current Legion Hall building is in need of major repairs. It is not feasible or cost effective to continue with "bandaid" solutions to repairs given the age of the structure and outdated heating, electrical and plumbing. The time has come to replace the existing Legion Hall with a new, more functional and efficient building.

**Project Partnerships:** *Identify and list each partner involved in the project and provide the role of each partner*

not applicable at this time

### 3. COMMUNITY BENEFITS

Describe the economic impact of the project including job creation and increased employment opportunities, increased visitors to the community and investment attraction.

Job creation during the building phase. A new building with enhanced meeting rooms, rental hall space and a modernized kitchen to provide catering will allow us to accommodate large gatherings of local clients and out of town visitors and also to undertake to host conventions. These will provide revenue for local hotels and many other businesses within the Sudbury community.

Describe how the project will enhance civic engagement and build social capital, including building community pride and belonging

The new building will enhance our status as a legion within our zone.

It will become a sought after facility for residents of the community and Legion members where they will gather to participate in events such as Canada Day Celebrations, (showing our pride in our community and our country) and Remembrance Day celebrations (remembering and honoring our veterans and the military).

Describe how the project will promote and foster human health and well being

The passive park will provide a place to walk about, a location for exercise, sports activities, a place to relax and rejuvenate and enjoy the scenery overlooking the lake.

Describe how the project contributes to our community's environmental sustainability.

The park will be a setting with trees and natural wildflowers.

The new building will allow us to reduce our carbon footprint on the environment as it will be designed with cost efficient heating and cooling systems. Newer more energy efficient lighting fixtures will reduce electricity costs as well.

<b>4. PROJECT COSTS AND FINANCING</b>
<p>Have all identified funding partners committed to the project? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Explain: Preliminary discussion with our financial institution confirms that they support our project.</p> <p>Provide details on how you will obtain your identified contribution: not identified at this moment</p>
<p>Is City funding necessary to make your project viable? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Explain: Because this is a major undertaking city funding would allow the Branch to keep the mortgage value in a manageable range ensuring the sustainability of the Legion Branch. Without financial support from within the community we might not be able to proceed with this project.</p>
<p>In addition to funding partners listed in your submission, are there other funding programs that you have applied to/approached? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>If yes, who else have you contacted:</p>
<p>If you are a not-for-profit organization, has private sector funding been considered and/or it applicable? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>Explain:</p>

Project Cost Category*	Year 1	Year 2	Year 3	Total Funding
total project estimated by Castellan&James	\$ 3,000,000.00			\$ 3,000,000.00
				\$ 0.00
				\$ 0.00
				\$ 0.00
				\$ 0.00

\*Under project cost category identify applicable cost categories such as wages, consulting costs, materials, project management, equipment costs, etc.

Project Financing	Funding Status*	Activity Funded**	Year 1	Year 2	Year 3	Total Funding
Lead Organization						\$ 0.00
at this time not applicable						\$ 0.00
						\$ 0.00
						\$ 0.00
		<b>TOTAL</b>	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
		<b>City contribution as % of total project costs</b> (City Amt. requested/Total Funding)				<b>%</b>

\*e.g. cash, grant, in-kind

\*\*confirmed, pending approval

Note: Project costs TOTAL must equal project financing TOTAL.

# BUDGET 2016 LARGE PROJECTS PRESENTATION FORM

## 1. CONTACT INFORMATION

**Organization Name:** Sudbury Arts Council - Artsjunction Project

☒ Not-for-profit corporation ☐ Private Sector ☐ Consortium ☐ Other:

**Lead Contact Name:** Paddy O'Sullivan

**Title:** Chairperson, Artsjunction Project

**Address:** [REDACTED]

**City:** [REDACTED]

**Postal Code:** [REDACTED]

**Telephone Number:** [REDACTED]

**Alternate Number:** [REDACTED]

**Email Address:** [REDACTED]

**URL Address:** [REDACTED]

**Proposed Start Date** Indicate the proposed project start date based on project implementation schedule

January 2nd, 2016

**Proposed Completion Date** Indicate the proposed project completion date based on project implementation schedule

2017-2018 (tbd)

**Amount Requested from the City:**

☒ One Time Contribution - \$ 1,500,000

☐ Multi Year Contribution - \$

☒ Ongoing Support - \$ 25,000/yr - Arts

☐ Other (land, etc.) - \$

**Briefly describe your organization, including: mandate, organizational stability, established track record and capacity for project management**

We have had preliminary consultation with an architect and have established a relationship with a CGV Builders (<http://cgvbuilders.ca>), a developer who has experience in residential and social housing in Northern communities. The developers have toured the building and are impressed with the health and integrity of the structure.

In the next year, we plan to complete the needs assessment and the centre's business plan and work towards the creation of an independent not for profit incorporated organization with a guiding Board of Directors. This organization could well be purchasing the property in 2017 and completing this refurbish-project by 2018, giving an existing downtown building a renewed purpose with the additional added value of creating an arts/cultural hub as a destination in the downtown.

**Please provide the governance structure of the organization. Include key staff and their roles and a list of board members and their roles**

The governance structure for Sudbury Arts Council, a nonprofit organization, is a board of 10-12 directors. The current executive is formed by the President, Linda Cartier, the Vice President, Carole Rumball-Lesar, the Treasurer, Heather Campbell, the Secretary, Matt Alexander and Past President, Vicki Gilhula. Members at large are Daniel Aubin, Oryst Sawchuk, David Anselmo, Rod Bazinet, Judi Straughan and Roger Nash. Once the planning process of the Arts Junction project is completed in the fall of 2016, a new nonprofit organization will be created, as the capital project is being undertaken. A transition will then take place between the two corporations to ensure a smooth transition in the governance structure.

## 2. PROJECT DETAILS

**Project Name:** Artsjunction

**Project Description:** *Describe the project that is being presented and it's importance to the community*

The concept of Artsjunction is to provide for the live/work needs of professional creative workers and to encourage public participation and creative exploration. The hope is that in the long run the project will attract artists and creative workers from various backgrounds to the City of Greater Sudbury as active members of a creative economy. The goals of the project are:

- To create affordable residential units with shared studio space, exhibition and rehearsal space, social space (bistro café), a collective resource centre with administrative and storage space.
- To foster creative conversations and innovation by offering professional creative workers an incubator space and environment that supports the development of creative and innovative ideas.

**Project Objectives:** *Specify the project objectives and how the project does and/or will contribute to a "Triple Bottom Line", economic, social and environmental development in the City of Greater Sudbury*

Artsjunction and the Sudbury Arts Council plan to partner with CGV Builders and Canada Mortgage and Housing Corporation to acquire and renovate a downtown building and establish the first dedicated live / work centre for creative workers in the Greater City of Sudbury.

There are a number of important administrative steps to take place for this partnership to be successful. We require a rigorous business plan for the acquisition, the renovation and the sustainable operation of the Artsjunction project and plan to develop one in the next year.

We believe that establishing an affordable housing option in the downtown for professional creative workers will be an important step in attracting and retaining creative workers in our community. No industry can thrive and be sustainable without appropriate housing options. This is a requisite piece of infrastructure to support economic diversity in our city.

**Market Analysis and Rationale:** *Demonstrate the need or demand for the proposed project*

Having arts facilities and programs in a community is extremely beneficial. There are many studies and surveys that have explored the importance of arts in society and in human development. What makes this project unique is the creation of the type of environment that allows professional artists and creative workers to thrive within a supportive live/work space, thereby generating positive cultural, social and economic outcomes that benefit the whole community.

Studies have shown that clustering creative activity in urban centres has a tremendous social and economic benefit to both the artist and the community and strengthens the cultural fabric of a city. Professional artists and creative workers require adequate space to do their creative work and generally prefer to live, socialize and collaborate in the downtown core of cities. This is what Artsjunction will bring to the implementation of the Downtown Master Plan, while it also aligns with goals pursued by the Cultural Plan.

**Project Partnerships:** *Identify and list each partner involved in the project and provide the role of each partner*

Presently the Sudbury Arts Council is partnering with Canada Mortgage and Housing Corporation and a local building owner, CGV Builders (based in Cochrane, ON). We hope to be partnering with the City of Greater Sudbury, as well as the province of Ontario and the federal government to bring this project to fruition in the next 2-3 years.

The Sudbury Arts Council will provide the leadership to carryout the project and to transfer governance to an independent not for profit Board of Directors. Canada Mortgage and Housing Corporation will provide guidance on rental agreements and guidelines for offering affordable housing units to occupants.

The Canada Mortgage and Housing Corporation will not be providing any capital dollars to this project.

CGV builders will assist us with the planning of the renovations for the building we wish to acquire and they will be contracted to complete these renovations. CGV builders have also indicated that they may assist us with the partial financing of this project over a short term.

Our wish is to partner with all three levels of government in order to provide financial support for this critical piece of infrastructure offering for the professional creative workers to assist in the development of the creative economy in our community.

### 3. COMMUNITY BENEFITS

Describe the economic impact of the project including job creation and increased employment opportunities, increased visitors to the community and investment attraction.

We believe that by supporting the Artsjunction project, the City of Greater Sudbury will recognize the importance of providing infrastructure through affordable housing for professional artistic and creative workers. This will have a positive impact on the cultural experiences offered in our community, attract and retain creative workers and generate strategic economic and social spin-offs. It also can attract professionals and their families to choose our city to work, live, play and recreate thereby increasing tax dollars.

This initiative will help establish a "critical mass" of professional creative workers living and working in close proximity to the downtown. They will utilize all of the retail amenities in the downtown, including frequenting coffee houses, pubs and restaurants. Their presence will create a "creative vibe" to the downtown that is palpable in other culturally mature urban streetscapes. A creative hub will draw tourists to the downtown and encourage them to stay longer in our community and contributes significantly to encouraging people to return to our downtown.

Describe how the project will enhance civic engagement and build social capital, including building community pride and belonging

One of the requirements for residents of this affordable housing project will be their willingness to "give back to the community". This could be in the form of offering creative workshop experiences for other professionals but also community members. Secondary and post-secondary students can visit art exhibitions, access rehearsal and studio spaces and explore creativity as a possible career path. Community culture and arts classes can be offered by resident artists. The centre will foster dialogue and collaboration amongst the diverse people present in the downtown and the centre will see many different types of people come and go: professional artists, professional creative workers, business owners, business professionals, civil servants, residents, members of the public, downtown workers, etc. The initiatives and possibilities that can emerge from such a creative hub are both potent and exponential and will benefit our economy and community moving into the future. We will be seen as a highly progressive community by visitors and other leaders from outside our community.

Describe how the project will promote and foster human health and well being

Often professional artists and creative workers sometimes lead very modest lifestyles, often choosing non-motorized methods of transportation. The presence of more people in the downtown utilizing bicycle paths and pedestrian presence creates a safer and healthier downtown.

The chance for increased development of public art and "spontaneous" creative experiences such as an increase in the presence of buskers is highly likely for the downtown. Others in the community will be encouraged to ride their bicycles or walk into the downtown core to experience this "vibe".

Describe how the project contributes to our community's environmental sustainability.

It is highly likely that professional artists and creative workers could be engaged or invited to use art and creativity as an educational instrument to bring about further social change and awareness concerning issues of environmental sustainability and protecting our water and watersheds in this city of Lakes. Artists and creative workers are known for engaging the community to value social conscience and be recognized as leaders for positive action.

The residents of the Artsjunction project could be invited to partner with the City of Greater Sudbury to affect positive change around Climate Change initiatives and other issues of sustainability concerning the environment.

#### 4. PROJECT COSTS AND FINANCING

Have all identified funding partners committed to the project? ☐ Yes ☒ No

**Explain:**

Funding for the projected capital cost will be raised in the next two years. Artsjunction requires a one-time investment of \$6 M of the total cost of \$10 M.

**Provide details on how you will obtain your identified contribution:**

Artsjunction is asking the City to partner and invest \$1.5 M in the capital project. This funding would be required in 2017. The Province of Ontario and the Government of Canada will also be asked to contribute to the capital project. Artsjunction will finance 40% of the cost through a mortgage, in partnership

Is City funding necessary to make your project viable? ☒ Yes ☐ No

**Explain:**

Artsjunction is asking the City for a modest contribution of 15% of the total cost of the project. This investment is strategic and essential leverage to access provincial and federal funding. The City's support will kick-start this project and make it achievable within the near future.

In addition to funding partners listed in your submission, are there other funding programs that you have applied to/approached? ☐ Yes ☒ No

If yes, who else have you contacted:

If you are a not-for-profit organization, has private sector funding been considered and/or it applicable?

☒ Yes ☐ No

**Explain:**

Artsjunction plans to launch a fundraising campaign once the project has been approved and is moving forward. The funds raised will be invested in required equipment and furniture for the centre.

Project Cost Category*	Year 1	Year 2	Year 3	Total Funding
Property acquisition (\$6 M of which \$4 M will be mortgaged)	\$2.0M			\$2 M
Construction Cost	\$2.5 M	\$1.5 M		\$4 M
Mortgage (over 20 years)				\$4 M
Total cost of capital project				\$10 M

\*Under project cost category identify applicable cost categories such as wages, consulting costs, materials, project management, equipment costs, etc.

Project Financing	Funding Status*	Activity Funded**	Year 1	Year 2	Year 3	Total Funding
Lead Organization	cash	Mortgage	?	?	?	\$4.0 M
City of GS	cash	Capital project	\$1.5 M			\$1.5 M
Province of Ontario	cash	Capital project	\$1.0 M	\$1 M		\$2.0 M
Government of Canada	cash	Capital project	\$1.5 M	\$1 M		\$2.5 M
		TOTAL	\$4.0 M	\$2 M		\$10 M
	City contribution as % of total project costs (City Amt. requested/Total Funding)					15 %

\*e.g. cash, grant, in-kind

\*\*confirmed, pending approval

Note: Project costs TOTAL must equal project financing TOTAL.

# BUDGET 2016 LARGE PROJECTS PRESENTATION FORM

## 1. CONTACT INFORMATION

Organization Name:

RECEIVED

NOV 16 2015

CLERK'S

☒ Not-for-profit corporation ☐ Private Sector ☐ Consortium ☐ Other:

Lead Contact Name: Tullio Ricci

Title: President and CEO

Address:

City:

Postal Code:

Telephone Number:

Alternate Number:

Email Address:

URL Address:

**Proposed Start Date** Indicate the proposed project start date based on project implementation schedule

**Proposed Completion Date** Indicate the proposed project completion date based on project implementation schedule

Upon funding approval

18 months from start date

**Amount Requested from the City:**

☒ One Time Contribution - \$ \$ 6,000,000.00

☐ Multi Year Contribution - \$

☐ Ongoing Support - \$

☐ Other (land, etc.) - \$

**Briefly describe your organization, including: mandate, organizational stability, established track record and capacity for project management**

**Please provide the governance structure of the organization. Include key staff and their roles and a list of board members and their roles**



## 2. PROJECT DETAILS

**Project Name:** Capreol Assisted Living Complex

**Project Description:** *Describe the project that is being presented and it's importance to the community*

**Project Objectives:** *Specify the project objectives and how the project does and/or will contribute to a "Triple Bottom Line", economic, social and environmental development in the City of Greater Sudbury*

1. The entire project will create 26 full time jobs and 10 part-time jobs. Additional positions are also anticipated as the complex will provide dedicated health provider space for external provideres such as doctors, physiotherapists, chiropodists, and health promotion specialist

**Market Analysis and Rationale:** *Demonstrate the need or demand for the proposed project*

Northeastern Ontario's population is changing, with seniors accounting for the fastest growing segment. As a result they have an increasing influence on the local economy and command a rapidly increasing share of health care resources. The 2008 North East Local Health Integration Network (NE LHIN) Aging at Home Strategy - Seniors' Residential Housing Options found that persons age 65 and over in the area represent 16.5% of the total population. The Ministry of Finance projections indicate that this population is expected to increase by 78% over the next 25 years. The (NE LHIN) report states the following: "The anticipated rapid increase in the seniors' population means that ongoing efforts are needed to increase the supply of housing options that are most suited to the needs of this growing

**Project Partnerships:** *Identify and list each partner involved in the project and provide the role of each partner*

### 3. COMMUNITY BENEFITS

Describe the economic impact of the project including job creation and increased employment opportunities, increased visitors to the community and investment attraction.

Describe how the project will enhance civic engagement and build social capital, including building community pride and belonging

The Assisted Living Complex is necessary to address the needs of the frail elderly population residing in the North East end of Greater Sudbury through assisted living services. The complex can greatly assist families who are seeking to care for their elders and support them in their home settings thereby reducing unnecessary travel and associated care coordination costs. These services will also significantly lessen the burden on family caregivers who spend countless hours attending to the needs of their loved ones so that they can remain in their home community as they age.

Describe how the project will promote and foster human health and well being

The complex will serve as a hub for the coordinated delivery of Assisted Living Services in the city's north east end with a dedicated service provider on-site to address the needs of frail elderly residents within the complex as well as those residing in their homes and apartments in the surrounding area. The primary objective of creating this hub of service delivery is to enable seniors to remain in their home communities as they age and greatly reduce the premature and sometimes unnecessary transfer of individuals to hospitals and long-term care facilities.

Describe how the project contributes to our community's environmental sustainability.

In addition to 24-7 on site staffing there will be a coordinated continuum of care with other service providers. The housing complex will also house common areas and rooms for external service providers including health and community support service providers such as

**4. PROJECT COSTS AND FINANCING**

Have all identified funding partners committed to the project? ☒ Yes ☐ No

**Explain:**

Terms have been received from Chartered Banks upon confirmation of funding the mortgage agreement will be processed.

Provide details on how you will obtain your identified contribution:

Is City funding necessary to make your project viable? ☒ Yes ☐ No

**Explain:**

Without the support of the Greater City of Sudbury the project will not be able to offer the variety of services that make this project unique.

In addition to funding partners listed in your submission, are there other funding programs that you have applied to/approached? ☒ Yes ☐ No

If yes, who else have you contacted:

Northern Ontario Heritage Fund

If you are a not-for-profit organization, has private sector funding been considered and/or it applicable?

☒ Yes ☐ No

**Explain:**

Bank Mortgage

Project Cost Category*	Year 1	Year 2	Year 3	Total Funding
Land Acquisition and Servicing	511,500.0			\$ 511,500.00
Fees and Charges	865,063.0			\$ 865,063.00
Building & Contingency	9,623,437.0			9,623,437.00
Equipment & Furniture	460,000.0			\$ 460,000.00
				\$ 0.00

\*Under project cost category identify applicable cost categories such as wages, consulting costs, materials, project management, equipment costs, etc.

Project Financing	Funding Status*	Activity Funded**	Year 1	Year 2	Year 3	Total Funding
Lead Organization	Cash	Land Acquisition & Servicing	460,000.0			\$ 460,000.00
City of Greater Sudbury	Grant	Pending approval	6,000,000.0			6,000,000.00
NOHFC	Grant	Pending other funding	1,000,000.0			1,000,000.00
Chartered Bank	Mortgage	Pending other funding	4,000,000.0			4,000,000.00
		<b>TOTAL</b>	1,460,000.0	\$ 0.00	\$ 0.00	11,460,000.00
		<b>City contribution as % of total project costs</b> (City Amt. requested/Total Funding)				%

\*e.g. cash, grant, in-kind

\*\*confirmed, pending approval

Note: Project costs TOTAL must equal project financing TOTAL.

# BUDGET 2016 LARGE PROJECTS PRESENTATION FORM

## 1. CONTACT INFORMATION

Organization Name:

RECEIVED

NOV 16 2015

CLERKS

☐ X Not-for-profit corporation ☐ Private Sector ☐ Consortium ☐ Other:

Lead Contact Name: Deanna Chisholm-Tullio

Title: Regional Independent Living Manager

Address:

City: Sudbury

Postal Code:

Telephone Number:

Alternate Number:

Email Address:

URL Address:

**Proposed Start Date** *Indicate the proposed project start date based on project*

*implementation schedule*

April 2016

**Proposed Completion Date** *Indicate the proposed project*

*completion date based on project implementation schedule*

June 2017

**Amount Requested from the City:**

☐ One Time Contribution - \$

☒ X Multi-Year \$50,000

☐ Ongoing Support - \$

☐ Other (land, etc.) - \$

**Briefly describe your organization, including: mandate, organizational stability, established track record and capacity for project management**

**Mission:** To develop and promote affordable supportive housing for people with physical disabilities.

**Vision:** To create a society inclusive of people with physical disabilities.

**Organizational stability:** see Organizational Chart

**Track record:** MODC has managed the operation of site and services for the Wade Hampton House (WHH) since opening in 2011; with demonstrated success related to on-going ABI rehabilitation and family and consumer satisfaction levels. Eleven individuals now call WHH home.

**Capacity for project management:** The Regional Independent Living Manager along with Senior Executive members at Corporate Services were responsible for orchestrating the first build (WHH). There was also a PM hired for this first build and they worked with tendered company Capital Construction to construct the setting.

**Please provide the governance structure of the organization. Include key staff and their roles and a list of board members and their roles**

**President and CEO:** Andria Spindel to oversee MODC and subsidiary NPHC operations.

**Regional Independent Living Manager (Sudbury):** Deanna Chisholm-Tullio to oversee Northeast operations related to Independent Living.

**NPHC Board members:** to oversee the NPHC and its ongoing operations.

Cameron Whale (Chair)

Suzanne Clancy (Vice Chair)

Catherine Bell (Vice Chair)

Janet Candido

Darryl Humphries (Secretary/ Treasurer)

Patricia Peel

Paul Simpson

Adam Markovitch

## 2. PROJECT DETAILS

**Project Name:**

**Moving A-Head**

**Campaign**

**Project Description:** *Describe the project that is being presented and its importance to the community*

March of Dimes Canada Non-Profit Housing Corporation (NPHC) is a not-for-profit charitable organization, created in 1992, that offers consumers with physical disabilities a single solution for support, care, and accessible, affordable accommodation. NPHC supports March of Dimes Canada's vision of "creating an inclusive society", recognizing that people are happiest living in a home setting.

NPHC currently operates a non-profit apartment building and four congregate care homes in Ontario, all with accessibly-designed units and supportive care provided by trained healthcare workers. The modified apartments have features such as widened doorways, wheelchair accessible bathrooms and showers, lowered countertops, and automatic door openers to enhance our resident's ability to live as independently as we can make possible.

Our settings in Sudbury include:

- Wade Hampton House: a congregate care home that provides both single units and shared living environments safe and accessible housing for 11 individuals with Acquired Brain Injuries (ABI).
- Supportive Housing program located on Brady St in the downtown core
- Outreach Services and Day Centre located at 96 Larch Street (downtown)
- Congregate Care setting located in New Sudbury
- Administrative office located at 96 Larch Street (downtown)

**Project Objectives:** *Specify the project objectives and how the project does and/or will contribute to a "Triple Bottom Line", economic, social and environmental development in the City of Greater Sudbury*

**Project objectives include:** to provide both housing and support services (rehabilitation and personal care) to 10 individuals who need 24 hour support. With dedicated staffing and supports these individuals will be able to continue to maximize their potential for regaining functional abilities and incorporate strategies to compensate for areas of functioning (cognitive, emotional, physical) impacted by their brain injury.

**Economic benefits:** A minimum of 12 Full time and 12-15 part time permanent jobs will be created along with many construction/trades jobs during the building process.

**Social:** the 10 individuals that will live in this home will be less isolated in our community not needing to rely on institutional or out of region settings for care.

**Environmental:** when building will consider the environment by utilizing energy efficient and environmentally friendly building practices along with planning for maximized efficiency within the operations.

**Market Analysis and Rationale:** *Demonstrate the need or demand for the proposed project*

- Need for project is to provide an appropriate living environment besides hospital and long term care that addresses specialized needs and offers a quality of life by promoting community engagement and quality of life activities.
- There are currently 25 residents on the waiting list that continue to grow related to this need ; these individuals typically live in homes with aging parents, hospital settings, Long term care.
- Sudbury has the highest rate of ABI in Ontario; 2.3 in 1000 people compared to 1.6 in 1000 people in other parts of the province
- Wade Hampton House is the only facility of its kind in Northeastern Ontario addressing both barriers to affordable housing and specialized supports for individuals with moderate to severe brain injuries.



**Project Partnerships:** *Identify and list each partner involved in the project and provide the role of each partner*

**Partners include:** Currently much of our existing services are funded by the Ministry of Health and Long Term Care and NE Local Health Integration Network but also through third party funding. Within the construction phase as with previous build Northern Ontario Heritage Fund Corporation, Canada Mortgage and Housing Corporation and local foundations have been approached. In addition, local support is being garnered through the capital campaign the Moving A-Head Campaign.

### **3. COMMUNITY BENEFITS**

Describe the economic impact of the project including job creation and increased employment opportunities, increased visitors to the community and investment attraction.

**Job creation:** minimum of 12 FT and 12-15 PT staff positions will be established

**Increased employment opportunities for rehab workers:** approx. 28- 30 staffing resources will be employed to run this home

Improved patient flow and reduction in unnecessary bed use within hospital sector

Investing in the community health care within Greater Sudbury

Training and consultation opportunities for regulated health care providers

**Describe how the project will enhance civic engagement and build social capital, including building community pride and belonging**

Enhance civic engagement by allowing residents, family and friends to be an active part of our community.

Social capital includes pride in the ABI community and reduces social isolation amongst the residents.

**Describe how the project will promote and foster human health and well being**

Promote and foster health and well- being by having residents live in a community setting closer to their home community receiving dedicated care and supports which extend to caregiver relief. Consistent care, nutrition, medication management and timely use of health care services will minimize illness and need to hospitalization. Looking at all components of daily living enhance ones well- being also.

**Describe how the project contributes to our community's environmental sustainability.**

Environmental sustainability by allowing residents to live and receive services in a setting versus continual need to travel outside of the region for service. To design a setting that is environmentally friendly is also key within the design features.

<b>4. PROJECT COSTS AND FINANCING</b>
<p><b>Have all identified funding partners committed to the project?</b>    <input type="checkbox"/> Yes    <input checked="" type="checkbox"/> X No</p> <p><b>Explain:</b> verbal commitments of interest have been received from CMHC.</p> <p><b>Provide details on how you will obtain your identified contribution:</b> CEO/Regional Manager and Campaign Manager will maintain regular interaction with funding partners.</p>
<p style="text-align: center;"><input type="checkbox"/>    <input type="checkbox"/></p> <p><b>Is City funding necessary to make your project viable?</b> X Yes    No</p> <p><b>Explain:</b> need buy in from all levels of government (municipal, provincial and federal) to truly support the different sectors this project benefits. Affordable housing, job development, health care and economic development.</p>
<p><b>In addition to funding partners listed in your submission, are there other funding programs that you have applied to/approached?</b>    <input type="checkbox"/> X Yes    <input type="checkbox"/> No Continually pursue various corporations and applicable funding applications.</p>
<p><b>If yes, who else have you contacted:</b> Bishop Alexander Carter Foundation gave \$10,000 to the project, John Carl MacIsaac and Clifford and Lily Fielding Foundation have been solicited along with known local philanthropists, presentation to many local corporations, and service clubs.</p>
<p><b>If you are a not-for-profit organization, has private sector funding been considered and/or it applicable?</b></p> <p><input type="checkbox"/> X Yes    <input type="checkbox"/> No</p>

**Explain:** local corporations, lawyers, insurance companies and social media have begun to be pursued.

Project Cost Category*	Year 1	Year 2	Year 3	Total Funding
Construction costs	\$1,900,000			
Consulting costs	\$191,000			
Furnishings	\$260,000			
Project Management	\$50,000			
Equipment Costs	\$350,000			
Professional fees	\$100,000			
Contingency	\$366,000			
Permits	\$10,000			
Landscaping	\$30,000			
Utilities	\$10,000			
Bank charges	\$6,000			
Other	\$28,000			
<b>Total</b>	<b>\$2,761,289</b>			

\*Under project cost category identify applicable cost categories such as wages, consulting costs, materials, project management, equipment costs, etc.

Project Financing	Funding Status*	Activity Funded**	Year 1	Year 2	Year 3	Total Funding
City of Greater Sudbury	Under review	New Build	\$50,000	\$50,000	\$50,000	\$150,000
Capital Campaign	Raising funds	New build	\$250,000	\$250,000	\$500,000	
CMHC loan	Under review	New build	\$20,000	0	0	\$20,000
NOHFC	Under review	New build	\$250,000	\$250,000	\$500,000	\$1,000,000
HST rebate	Under review	New build	\$221,289	0	0	\$221,289
Mortgage	Under review	New build	\$370,000	0	0	\$370,000
		<b>TOTAL</b>	\$1,161,289	\$550,000	\$1,050,000	\$2,761,289
	City contribution as % of total project costs (City Amt. requested/Total Funding)					4%

\*e.g. cash, grant, in-kind

\*\*confirmed, pending approval

Note: Project costs TOTAL must equal project financing TOTAL.

# BUDGET 2016 LARGE PROJECTS PRESENTATION FORM

## 1. CONTACT INFORMATION

**Organization Name:** 1916596 Ontario Ltd. o/a Jack Nicholas Business & Innovation Park

RECEIVED

☐ Not-for-profit corporation ☒ Private Sector ☐ Consortium ☐ Other:

NOV 16 2015

**Lead Contact Name:** Andrew Dale

**Title:** Manager

CLERK'S

**Address:** [REDACTED]

**City:** [REDACTED]

**Postal Code:** [REDACTED]

**Telephone Number:** [REDACTED]

**Alternate Number:** [REDACTED]

**Email Address:** [REDACTED]

**URL Address:** [REDACTED]

**Proposed Start Date** *Indicate the proposed project start date based on project implementation schedule*  
Q1 2016

**Proposed Completion Date** *Indicate the proposed project completion date based on project implementation schedule*  
Q3 2018

### Amount Requested from the City:

- ☐ One Time Contribution - \$  
☐ Multi Year Contribution - \$  
☐ Ongoing Support - \$  
☐ Other (land, etc.) - \$

### Briefly describe your organization, including: mandate, organizational stability, established track record and capacity for project management

The organization is a private, incorporated firm growing economic capacity through community development in the region.

The organization is led by successful local community leaders, with a vision to build the most competitive 6,000+ seat multi-use sports, entertainment, and business centre, and with the means to do so. The group is supported by experts who have been integral to building numerous world-class venues, and who are among North America's leaders in operating sports, entertainment, and business facilities. Collectively, the organization has all of the required expertise and experience needed to immediately move this project from conception, through design and development, and into full operations. Delivering previously unrealized economic development and sustained business opportunities to benefit Greater Sudbury that are consistent with the vision of GS 2025 and the 4 strategic pillars identified by council including improvement in Quality of Life and Place, Sustainable infrastructure, responsive fiscally prudent open governance and growth in economic development.

Regarding this application, the mandate is to create a year-round destination of entertainment, hospitality and business options that will impress and become a source of pride for citizens of Greater Sudbury but will encourage an immediate infusion of tourism activity, spending and economic growth. It will inspire the community, provide a sustained economic boost in ways no other project can, and enhance the quality of life now and for future generations.

The project location is located on the North side of the Kingsway Blvd, East of 3rd Avenue, West of Levesque St., immediately adjacent to the Mid-North Mitsubishi Dealership.

### Please provide the governance structure of the organization. Include key staff and their roles and a list of board members and their roles

Private Incorporation

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

Secretary & Treasurer - Perry Dellelce is Managing Partner for WildeboerDellelce LLP and Wildlaw Capital, a Corporate Finance Advisory firm

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

Experts: Tom Anselmi, Former President Maple Leaf Sports Entertainment; PMX, Les Medd and Tom Finan, Project Management; KPMG, Oscar Poloni Financial Consulting; HOK, Micheal Day Sports & Entertainment Infrastructure - Architectural Design.

Meeting Schedule: Weekly Proponent meetings. Monthly meetings and more often were required with the entire team.

Information included in this application is representative of the information available at the time of this submission however subject to change with the advancing of new information or formalization of a procurement process as criteria are further refined.

## 2. PROJECT DETAILS

**Project Name:** True North Strong Centre

**Project Description:** *Describe the project that is being presented and it's importance to the community*

A multi-use, state-of-the art destination, for sports, entertainment, and business events that will cater to hosting 125 events annually, including conferences, sporting events, local youth sports at regional, provincial and national levels, large scale tournaments, live performances, a range of concerts and comedic acts and family entertainment shows and exhibitions such as Cirque du Soleil etc. Programming will attract local participation, as well as, artistic, cultural and sport tourism. Built on development-ready land that is already zoned, serviced, and located at a gateway to the city via the Highway 17 TransCanada entrance, the highly accessible Event Centre will be positioned as a revenue & profit centre, that provides an increased tax base, with no tax increase to citizens. The project will enhance and compliment CGS tourism and hospitality/service industries, while significantly bolstering community pride among local residents. The Centre will further promote a healthy community by providing a world class destination for people of all ages, to gather, be entertained, inspired and conduct business. This project is of the utmost importance to capitalize on events / tournaments / conferences / exhibitions that have, and will otherwise, by-pass Greater Sudbury. As the central hub of Northern Ontario, Greater Sudbury is in need of a facility that stands out in Northern Ontario, not only matches the status-quo but that surpasses the new norm for similar sized municipalities across Ontario and within Canada.

At the present time, the application is for the City of Greater Sudbury to approve a procurement process for the development of a multi-use Event Centre facility to replace the Sudbury Community Arena. The request is for the City of Greater Sudbury to urgently commence the next step in planning for the Sudbury Community Arena's replacement through the issuance of a formal request for proposal process that will determine the best model for replacement of the Sudbury Community Arena for the citizens of Greater Sudbury.

Following the issuance of the request for proposals and the evaluation of the responses received, the City of Greater Sudbury would then be in a position to proceed with formal approval for the replacement of the Sudbury Community Arena in early 2016.

**Project Objectives:** *Specify the project objectives and how the project does and/or will contribute to a "Triple Bottom Line", economic, social and environmental development in the City of Greater Sudbury*

The project is designed to be revenue generating. The model will succeed due to private sector and municipal partnerships in a profit sharing arrangement. The Centre will not be dependent on any new tax allocations, rather it will provide a community asset that pays for itself over the life of a 30 year amortization schedule. The project invests in and commits to, regional economic growth by creating employment with lasting social and economic benefits. It clearly aligns with the strategic pillars set out by CGS council, with a focus on improving quality of life and place by offering contemporary, accessible entertainment, and a state-of-the art facility driving maximum revenues to sustain itself. The proposed location is ideal as it's situated within recently invested infrastructure upgrades and therefore does not require additional investment to upgrade service capacity. The location is also considered to be densification of the urban areas of the city. There is mixed zoning in the official plan, creating new opportunities for development and growth in close proximity to the Power Centre. The City of Greater Sudbury will be required to respond to growth in the years and decades ahead and this opportunity offers a sustainable model to plan for future opportunity with reclaimed land, alternative creative land uses and by combining sport and entertainment opportunities for decades into our future.

**Market Analysis and Rationale:** *Demonstrate the need or demand for the proposed project*

The City of Greater Sudbury recognizes the need and attention required to this asset for the community. It has been on an Event Centre or an OHL Arena renewal path for many years as it relates to the renovation or replacement of the Sudbury Community Arena. In 2015, Council heard 3 options from the CBRE report which identified a replacement (build new unspecified location), refurbishment (Substantial Overhaul), & a renovation (smaller capital cost, prolongs the inevitable replacement). Council reaction to the report, in chambers, appeared to suggest that a renovation or refurbishment was not a preferred option. An instigating factor to that CBRE report was the 2014 EOI process, whereby the City of Greater Sudbury received many different visions and expressions of interest regarding the replacement of the SCA. We were among the respondents respondents.

Also in 2014, the Master Leisure plan Review was concluded, 10 years after the original report in 2004 (post-Amalgamation) with a ranking as High Priority on the Arena Renewal Agenda was working on the replacement of the Sudbury Community Arena. In addition to this CGS identified priority, the 2013 arena renewal report which cites 60%, of the close to, 1300 survey respondents noted that the replacement of the Sudbury Community Arena with a P3 design build operate model was preferred.

The True North Strong Centre Destination and Location offers a creative opportunity to build the Sports and Entertainment complex without compromise, maximizing revenue opportunities, lowering risk, affording ample parking, while utilizing other funds available to and by the city for additional investment opportunities in the many districts, neighbourhoods and communities within this constellation city.

**Project Partnerships:** *Identify and list each partner involved in the project and provide the role of each partner*

Proposed Public Partners - Municipality, Province, Federal

Private Operating Partner

Dario Zulich, Owner, Construction, Development and Project Management

Perry Dellelce, Owner, Legal Services and Corporate Finance

Andrew Dale, Managing Partner, Project Manager, Marketing/Promotions & Business Development

Tom Anselmi, Project Champion, Sports and Entertainment Experience

Oscar Poloni, KPMG, Financial Consulting,

Les Med and Tom Finan, PMX, Professional Project Managers

Micheal Day, HOK, Architectural Conception and Design

In addition to the private partner team members listed above, we have strong relationship with Management, Operating, Event Promotions and Entertainment groups from across North America. We have established contact with facility maintenance firms, Food and Beverage suppliers capable of aligning with the vision to ensure the highest quality experience and best value for Sudburians.

### 3. COMMUNITY BENEFITS

Describe the economic impact of the project including job creation and increased employment opportunities, increased visitors to the community and investment attraction.

In our Confidential Economic Impact and Employment Benefits report prepared by KPMG's Sports and Entertainment group, the proposed facility project budget benefits can be articulated in 3 ways. The expected Economic impacts of the proposed \$60M Event & Entertainment Centre are:

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

The anticipated quantity of guests through the True North Strong Centre are anticipated to be between 400-500,000 visitors through a mix of more than 125 events including Sport, Entertainment and Business type activities. The visits will require local service providers to cater to their expectations. More than 15-25% of these guests are expected to reside outside the StatsCanada CMA for Sudbury and District.

Describe how the project will enhance civic engagement and build social capital, including building community pride and belonging

The True North Strong Centre Concept offers the community an opportunity to thoroughly engage in a focused community project that touches everyone, inspires all Sudburians. The uses for the Event Centre will stretch from civic engagement, to conventions and events and tourism as well as from Sports and Entertainment to Remembrance and celebration. The destination offers a sustainable economic model through which the Centre can be realized in a cost effective and tangible time line while serving the entire community of Greater Sudbury in an easily accessible location with ample parking. More than serving the needs of local Sudburians, this opportunity can serve as the catalyst for building community pride, sparking the revitalization of Greater Sudbury and recognizing it on a National level among the leading Canadian municipalities by hosting national events and pastimes and celebrating various seasonal and annual cultural festivities within Canada.

Describe how the project will promote and foster human health and well being

The project will offer citizens of all ages, including youth and seniors, the opportunity to engage in both participative recreational youth and retirement age ice activities, as well as other youth activities like basketball and indoor court sports. Families will have an opportunity to share in and make memories participating in events and activities held at the new Centre. It will serve as the civic location for celebration events that Sudburians have participated in around the world such as Stanley Cups, Olympics, Aboriginal Games, Youth Leadership conventions and many more activities. Like all great Community Centres, the True North Strong Centre will serve all Greater Sudbury residents from our youth and our future to the retired and our elders and everyone in between. The Centre and District will provide ample public space to facilitate citizen gathering space for a host of clubs, volunteers and events driven by grass roots community groups.

Describe how the project contributes to our community's environmental sustainability.

The True North Strong Centre concept location is proposed within the previously upgraded infrastructure along the 5 lane Kingsway Blvd with easily accessible access, as well as within the water and waste water services upgrades carried out in the past 5-10years.

The development of this property offers tremendous investment in storm water management and will offer an excellent level of service commercial land available. The site has zoning, ministry of environment and Ministry of Natural Resource and Forestry clearance for development activity to begin.

#### 4. PROJECT COSTS AND FINANCING

Have all identified funding partners committed to the project? ☐ Yes ☒ No

**Explain:**

Several potential funding partners have been contacted and favourably received. The partners will be approached when the city has confirmed it's procurement process for the replacement of the Sudbury Community Arena and either engaged a proponent or asked proponents to establish linkages with funding bodies. The Partnership with the City is a key element to bringing those senior levels of government funding sources to the project.

**Provide details on how you will obtain your identified contribution:**

Is City funding necessary to make your project viable? ☐ Yes ☒ No

**Explain:**

The City's involvement in our Project Proposal is greater than a simple funding request. It is about being a valuable partner capable of accessing funding and offering significant contributions to the project. Our objective was to find a model that requires no new tax increase or new municipal contribution but offers a sustainable solution for the long-term for our communities growth potential. The City's role in accessing P3 funding, NOHFC funding as per it's identified priorities in replacing the Sudbury Community Arena is critical. Finding a suitable low risk and maximum return development model with a private sector partner is what reduces the risk for all parties and leverages each partner's capability to contribute to a shared success outcome.

In addition to funding partners listed in your submission, are there other funding programs that you have applied to/approached? ☐ Yes ☒ No

If yes, who else have you contacted:

It is assumed that this question relates to Government funding - Not at this time

If you are a not-for-profit organization, has private sector funding been considered and/or it applicable?

☐ Yes ☐ No

**Explain:**

N/A

Project Cost Category*	Year 1	Year 2	Year 3	Total Funding
Estimated Real & Hard Costs including construction labour		\$ 47,800,000.00		\$ 47,800,000.00
Estimated Real & Soft Costs including consulting labour		\$ 6,700,000.00		\$ 6,700,000.00
Estimated Contingencies including construction/Consulting labour		\$ 5,500,000.00		\$ 5,500,000.00
				\$ 0.00
				\$ 0.00

\*Under project cost category identify applicable cost categories such as wages, consulting costs, materials, project management, equipment costs, etc.

Project Financing	Funding Status*	Activity Funded**	Year 1	Year 2	Year 3	Total Funding
Lead Organization						\$ 0.00
Infrastructure Funding, Partner Equity, Other	Cash, Grant, Other	Pending process		\$ 25,000,000.00		\$ 25,000,000.00
Infrastructure financing	Debt	Pending process		\$ 35,000,000.00		\$ 35,000,000.00
						\$ 0.00
		<b>TOTAL</b>	\$ 0.00	\$ 60,000,000.00	\$ 0.00	\$ 60,000,000.00
<b>City contribution as % of total project costs</b> (City Amt. requested/Total Funding)						<b>%</b>

\*e.g. cash, grant, in-kind

\*\*confirmed, pending approval

Note: Project costs TOTAL must equal project financing TOTAL.



# BUDGET 2016 LARGE PROJECTS PRESENTATION FORM

## 1. CONTACT INFORMATION

**Organization Name:** Downtown Village Development Corporation

☒ Not-for-profit corporation ☐ Private Sector ☐ Consortium ☐ Other:

**Lead Contact Name:** Susan Thompson

**Title:** Managing Director

**Address:** [REDACTED]

**City:** [REDACTED]

**Postal Code:** [REDACTED]

**Telephone Number:** [REDACTED]

**Alternate Number:** [REDACTED]

**Email Address:** [REDACTED]

**URL Address:** [REDACTED]

**Proposed Start Date** *Indicate the proposed project start date based on project implementation schedule*

**Proposed Completion Date** *Indicate the proposed project completion date based on project implementation schedule*

June 1st, 2016

June 30th 2018

### Amount Requested from the City:

- ☐ One Time Contribution - \$ *Please See Attached Schedule "A"*  
☐ Multi Year Contribution - \$  
☐ Ongoing Support - \$  
☐ Other (land, etc.) - \$

### Briefly describe your organization, including: mandate, organizational stability, established track record and capacity for project management

The Downtown Village Development Corporation (DVDC) is a not-for-profit organization established in 2003 to identify and pursue development opportunities, create partnerships, and advocate for and promote initiatives that stimulate business and residential investment in Sudbury's historic core.

DVDC has initiated and successfully managed several project in recent years including:

- Mixed-Use Development Project (2015)
- Elm Street Parking Project (2013-14)
- Formation of Elgin Greenway Steering Committee (2012)
- Downtown Master Plan (2010-12)
- Downtown Gap Analysis (2011)
- Durham Street Fundraising Campaign for benches and bicycle racks (2010)
- Customer Origin Survey, Building and Business Inventory Survey (2009-10)
- Downtown Business Retention and Expansion (BR+E) Study (2008)
- Streetscape Design Project, Phase I and Phase II (2006-08)
- Financial Incentives Pilot Program (2006).

The results of many of these studies and surveys have been incorporated into existing reports. The projects have enabled DVDC to facilitate several million dollars of new private sector investment.

In 2014 DVDC was awarded the Northern Ontario Business Award "Entrepreneurial Community of the Year" for its leadership and positive impact on economic growth and development in Sudbury's historic core.

### Please provide the governance structure of the organization. Include key staff and their roles and a list of board members and their roles

Downtown Village Development Corporation is governed by a volunteer board of directors comprising property owners, business owners and citizens at large.

Susan Thompson, Managing Director, oversees and coordinates the day-to-day operations of the Board and its employees. DVDC contracts employees on a project by project basis.

The Board of Directors includes: Chair: Bora Ugurgel, Treasurer: Susan Thompson, Directors: John Arnold, Pierre Bonhomme, Marsha Fabbro, Vicki Gilhula and Lynne Reynolds.

## 2. PROJECT DETAILS

**Project Name:** Mixed Use Development Demonstration Project

**Project Description:** *Describe the project that is being presented and it's importance to the community*

This "smart growth" project seeks to stimulate immediate private sector investment in urban scaled mixed use developments that will create jobs and provide significant increases to the City's tax assessment base while meeting the urgent needs of the downtown business community for increased parking options, ground floor retail, new Class A office space and new residential. It seeks to minimize the financial participation of the City and outlines sources of City revenue that can be redirected to incent new private sector development. Most importantly, the project will provide a positive Return on Investment (ROI) for the City of Greater Sudbury.

Once the financial incentive is approved by City Council, DVDC and its ad hoc Project Advisory Committee will work with the City to develop terms of reference for the project. DVDC will then market and facilitate the opportunity to private sector developers and property owners.

It is envisioned that the success of this first demonstration project will lead to the establishment of an ongoing targeted downtown investment incentive program.

**Project Objectives:** *Specify the project objectives and how the project does and/or will contribute to a "Triple Bottom Line", economic, social and environmental development in the City of Greater Sudbury*

The primary objective is to stimulate new private sector investment in the city's historic core and to develop a model for future growth and revenues.

**Economic Benefits:** This project will leverage several million dollars of new private sector investment in the downtown core, increase the city's tax assessment base, create immediate jobs, use existing infrastructure and amenities and boost retail / service sales.

**Social Benefits:** The project will improve the aesthetics of the downtown by promoting a high level of design and fill in surfaced parking site(s) leading to an improved "sense of place". It will attract new residents and help to retain young urban professionals and empty-nesters. It will improve safety and security as the downtown population density increases, and it will support future downtown community infrastructure projects.

**Environmental benefits:** This project seeks to eliminate surfaced parking lots in favor of mid-rise mixed use development. The project incorporates smart growth principles ( sustainable compact building design, walkability and the reduction of carbon emissions, smaller development footprint and green construction)

**Market Analysis and Rationale:** *Demonstrate the need or demand for the proposed project*

The mixed use project is supported by Greater Sudbury's Downtown Master Plan (2012), the IBI Strategic Parking Report ( 2011), the City of Greater Sudbury's Official Plan, the Canadian Urban Institute Report "The Importance of Investing in Northern Ontario Downtowns" (2014) and the City of Greater Sudbury's Strategic Plan, "From the Ground Up" 2015.

Additionally, DVDC has conducted interviews with a broad section of downtown business and property owners, developers, senior banking officials, a cross-section of community stakeholders including the Greater Sudbury and District Chamber of Commerce, the Laurentian School of Architecture and the Downtown Sudbury B.I.A. The support for the importance and urgency of this project has been unanimously supported.

A resolution from City Council dated June 2d, 2015 and second resolution on October 10th, 2015 have supported this project moving forward and have requested that Planning work with DVDC and its partners and report back to Council with incentive options early in 2016.

**Project Partnerships:** *Identify and list each partner involved in the project and provide the role of each partner*

The mixed use development project has the support of various organizations and private sector members. The project has gathered support from the City of Greater Sudbury City Council, as the city recognizes the importance of attracting investment in the downtown core. Other partners such as Downtown Sudbury, B.I.A, and the Greater Sudbury Chamber of Commerce understand the positive effect of this project for their members and the spin off benefits of a construction project within the downtown. Laurentian University School of Architecture is involved as this projects aims to build more than a mixed use project. DVDC is seeking to design a structure that will contribute to sense of place. The project also includes Mallette-Goring Inc. as it is vital to create an incentive program that can attract the private sector. Mallette-Goring will ensure the program matches end users needs.

### 3. COMMUNITY BENEFITS

Describe the economic impact of the project including job creation and increased employment opportunities, increased visitors to the community and investment attraction.

The economic impact of this project is significant for the downtown core. It will attract a multi-million dollar investment from the private sector which can begin as early as 2016.

The project estimates an increase of \$65,000 annually to the City's tax base. The construction phase will contribute an expected 75 jobs.

The project spin -off benefits also include addressing the current shortage of parking and making new residential options attractive. The successful completion of this project will add to the improved aesthetics of the downtown core leading to more private sector investment. Also this will initiate increased visitor traffic as the downtown experience improves and more parking becomes available.

It is also crucial to highlight that this project will provide the immediate infrastructure to support future growth in the downtown for projects such as the Places des Arts project and the Elgin Greenway.

Describe how the project will enhance civic engagement and build social capital, including building community pride and belonging

This project seeks a high level of design and sustainable green construction protocols. Working with the School of Architecture, architects and developers will be encouraged to push the boundaries of advanced design methods, which can position the CGS as a future destination for innovation in urban design thinking. This project typology offers ample opportunity for future demonstration projects, international design competitions, conferences and large scale exhibitions, which in turn promote tourism as well as economic and technological advancement.

Describe how the project will promote and foster human health and well being

A busy downtown is a safer downtown. A safer downtown is a good investment. A thriving downtown will build on incremental change to be healthy and vibrant, socially, culturally and economically. Small cities with thriving downtowns retain youth, skilled workers and attract upstart companies. The suburban model has been detrimental to central business districts as it only attracts established, global corporations. A strong downtown can nurture start-ups and innovative enterprises. It will offer a range of lifestyle choices and sustain a village community atmosphere than many employers understand as a significant factor in relocating..

Describe how the project contributes to our community's environmental sustainability.

Environmental sustainability is intrinsically linked to urban form, transit, cycling, pedestrian activity and green space. A diverse mix of uses within a contained urban zone is widely known as a model for generating a healthier city and a healthier population. The simple act of walking to work daily has a great long term impact. With a range of choices for work and living, we will see small incremental gestures resulting from this form of mixed-use development, which in turn will impact other sectors as a model for forward thinking.

#### 4. PROJECT COSTS AND FINANCING

Have all identified funding partners committed to the project? ☐ Yes ☒ No

**Explain:**

The City's commitment of financial support for this project is essential to move this project forward and secure the financial commitment of private sector investors and other funding partners.

Provide details on how you will obtain your identified contribution:

Is City funding necessary to make your project viable? ☒ Yes ☐ No

**Explain:**

Without the city's investment DVDC is unable to provide the necessary incentive to attract private sector investment. Additionally DVDC has funding applications in the works that will provide additional funding to the corporation to manage and market this project over the coming months.

In addition to funding partners listed in your submission, are there other funding programs that you have applied to/approached? ☒ Yes ☐ No

If yes, who else have you contacted:

Fednor, NOHFC

If you are a not-for-profit organization, has private sector funding been considered and/or it applicable? ☒ Yes ☐ No

**Explain:**

With an incentive in place, this project will leverage an expected 4 times the incentive amount in private sector investment.

Project Cost Category*	Year 1	Year 2	Year 3	Total Funding
Project Manager/ Project Co-ordinator	\$ 108,000.00	\$ 108,000.00		\$ 216,000.00
Consulting-- design criteria, terms of reference, outside third party review	\$ 56,000.00	\$ 56,000.00		\$ 112,000.00
Program Marketing	\$ 15,000.00	\$ 15,000.00		\$ 30,000.00
Office Expenses: 20% of total other expenses	\$ 24,000.00	\$ 24,000.00		\$ 48,000.00
Advisory committee	\$ 2,000.00	\$ 2,000.00		\$ 4,000.00

\*Under project cost category identify applicable cost categories such as wages, consulting costs, materials, project management, equipment costs, etc.

Project Financing	Funding Status*	Activity Funded**	Year 1	Year 2	Year 3	Total Funding
Lead Organization	In-Kind	Project Management	\$ 50,000.00	\$ 50,000.00		\$ 100,000.00
NOHFC/Fednor	Pending	Project Co-ordinator/Consulting/Marketing/Office	\$ 80,000.00	\$ 80,000.00		\$ 160,000.00
GSDC	Pending	Consulting, Program Marketing/Office	\$ 40,000.00	\$ 40,000.00		\$ 80,000.00
BIA	Pending	Consulting/Program Marketing/Office	\$ 35,000.00	\$ 35,000.00		\$ 70,000.00
		<b>TOTAL</b>	\$ 205,000.00	\$ 205,000.00	\$ 0.00	\$ 410,000.00
		<b>City contribution as % of total project costs</b> (City Amt. requested/Total Funding)				%

\*e.g. cash, grant, in-kind

\*\*confirmed, pending approval

Note: Project costs TOTAL must equal project financing TOTAL.

## **Schedule A**

This application meets the criteria of a Bold Innovative and Creative Project.

DVDC is presently working with City Planning to identify potential sources of incentive funding for the proposed project and expects to present the recommendations to Council in early 2016.

Among the options being reviewed for the incentive are:

The surplus revenues from the annual downtown parking revenues

The Parking Reserve funds

The Parking Fine revenues that are collected on an annual basis from the downtown core.



## BUDGET 2016 LARGE PROJECTS PRESENTATION FORM

RECEIVED

NOV 16 2015

CLERK'S

## 1. CONTACT INFORMATION

Organization Name:

☐ Not-for-profit corporation
 ☒ Private Sector
 ☐ Consortium
 ☐ Other:

Lead Contact Name: David Anselmo

Title: Northern Ontario Film Studios

Address:

City:

Postal Code:

Telephone Number:

Alternate Number:

Email Address:

URL Address:

**Proposed Start Date** *Indicate the proposed project start date based on project implementation schedule*

2016

**Proposed Completion Date** *Indicate the proposed project completion date based on project implementation schedule*

2020

**Amount Requested from the City:**

- ☒ One Time Contribution - \$ TBD  
☐ Multi Year Contribution - \$  
☐ Ongoing Support - \$  
☒ Other (land, etc.) - \$ TBD

**Briefly describe your organization, including: mandate, organizational stability, established track record and capacity for project management**

THE NORTHERN ONTARIO FILM STUDIOS is an enterprise that engages in servicing all aspects of a major film and television production, from providing a motion picture and television studio, and camera, lighting and grip equipment rental and complete production services from development to delivery.

The purpose of the Company is to develop economic and employment opportunities in Northern Ontario for a sustainable motion picture and television production environment by developing business element that are fundamental for motion picture production. the Company provides this, and interfaces with domestic, U.S. and other offshore film entities to attract film investment in Northern Ontario.

Please see attached document for details.

**Please provide the governance structure of the organization. Include key staff and their roles and a list of board members and their roles**

**OWNER**

David Anselmo - CEO/Strategic Business Development

**STAFF**

Jay Baxter - Studio Operations Manager

Wil Andrews - Development

**ADVISORS**

Bob Bateman

Eric Birnberg

Please see attached document for details

## 2. PROJECT DETAILS

**Project Name:** Northern Ontario Film Studios

**Project Description:** *Describe the project that is being presented and it's importance to the community*

New purpose built Northern Ontario Soundstage and Film Training Facility

- 30,000 square feet soundstage
- 10,000 square feet training space
- 5,000 square feet of film production offices
- 10,000 square feet equipment facility
- 5,000 square feet props/carpentry shop
- 5/10 acres production backlot

**Project Objectives:** *Specify the project objectives and how the project does and/or will contribute to a "Triple Bottom Line", economic, social and environmental development in the City of Greater Sudbury*

Since July 2012, the company has serviced 51 feature film productions and television series: which has resulted in a direct economic impact to Northern Ontario of at least \$60 million. An expansion of infrastructure and services will help grow this industry from within.

We have put Sudbury on the map on an international level with our high profile projects. Some of them have starred Ethan Hawke, Natasha Lyonne, Brooke Shields and Billy Baldwin. This notoriety has brought with it a new sense of pride for the region and the community involved.

The Company has created regular employment for the Northern Ontario crew base who both benefit from the experience of working on set and contribute to the development of a sustainable industry in Northern Ontario. To date, the company, through its various productions have employed thousands in the region.

**Market Analysis and Rationale:** *Demonstrate the need or demand for the proposed project*

The Company has established an integral portion of film and television production infrastructure that will grow and support the Industry in the region and continue to lure a share of Ontario's \$2 billion motion picture production to shoot in Northern Ontario.

The Company continues to focus marketing activities on those productions in the \$1-10 million budget range. The proposed business of the Company will best service this budget range during the first seven years of operation.

The services our company offers will assure the growth and development of the film industry in Northern Ontario.

**Project Partnerships:** *Identify and list each partner involved in the project and provide the role of each partner*

1. Technicolor - The biggest post production company in the World.
2. Clairmont Camera - Camera and lens company from Los Angeles
3. William F White - The biggest equipment rental house in North America, owned by Paul Broffman.
4. Screenlinx - Production Support Rental company
5. Hideaway Pictures - The biggest production company based in Northern Ontario.

Please see attached documents for details.



### 3. COMMUNITY BENEFITS

Describe the economic impact of the project including job creation and increased employment opportunities, increased visitors to the community and investment attraction.

Since July 2012, the company has serviced 51 feature film productions and television series: which has resulted in a direct economic impact to Northern Ontario of at least \$60 million.

The Company has created regular employment for the Northern Ontario crew base who both benefit from the experience of working on set and contribute to the development of a sustainable industry in Northern Ontario. To date, the company, through its various productions have employed thousands in the region. NOFS has strategically partnered with various film service company who have invested an upwards of \$4M in their Sudbury offices in the form of infrastructure.

OBJ:OBJ:OBJ:OBJ:OBJ:

Describe how the project will enhance civic engagement and build social capital, including building community pride and belonging

The film and television industry not only has the potential to stimulate the economy by employing a significant number of people; it also offered marketing opportunities for the City of Sudbury. We have seen this in many instances with NOFS's production of "We All Play for Canada" Olympic commercial which showcased Sudbury and its people and was seen by millions of people across the country and with the recent Amazing Race. And with the adaptive reuse of legendary assets such as the Northern Ontario Film Studios into the largest production studio complex in Northern Ontario, it has the potential to be a cornerstone of other major productions such as this.

Describe how the project will promote and foster human health and well being

Films and Art are very important to nurture and fuel ones soul. The ability to not only entertain a community but to create a sense of pride as the stories being seen on the big screen at local film festivals and in cinemas are about the people from this region and showcase our city and landscape.

Also a sense of pride at the international recognition the city now gets and famous names that visit our region cannot be measured. A recent article in the Northern Life describes how excited the city has become, walking the streets of Sudbury not knowing which celebrity you'll run into on any given day.

NOFS has received international accolades and press due to the industry it is helping build here at home.

Describe how the project contributes to our community's environmental sustainability.

Job creation, economic development and industry diversification are 3 things that NOFS has brought to the region and the city of Sudbury.

Having employed over 5000 people since 2012, the film industry is a growing industry while the economy in other sectors have stagnated. Films produced or attracted by NOFS have created a direct economic spend to the city of \$60,000,000. Also post secondary institutions like College Boreal, Laurentian University, Sault College and Canadore College have expanded and created film programs allow Northerners the option of pursuing a career in a new industry that did not exist 10 years ago.

<b>4. PROJECT COSTS AND FINANCING</b>
<p>Have all identified funding partners committed to the project? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>Explain:</p> <p>We are currently putting together a Private/Public Partnership with various organizations.</p> <p>Provide details on how you will obtain your identified contribution:</p>
<p>Is City funding necessary to make your project viable? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Explain:</p> <p>The support of the city to access other funding agencies is earnestly requested, we may seek the cities assistance, as well, to source an appropriate site."</p>
<p>In addition to funding partners listed in your submission, are there other funding programs that you have applied to/approached? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, who else have you contacted: Northern Ontario Heritage Fund, FEDNOR</p>
<p>If you are a not-for-profit organization, has private sector funding been considered and/or it applicable? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Explain:</p>

Project Cost Category*	Year 1	Year 2	Year 3	Total Funding
New Facility (as described in project details section)	\$5M			0
				0
Please see attached document for building concept				0
				0
				0

\*Under project cost category identify applicable cost categories such as wages, consulting costs, materials, project management, equipment costs, etc.

Project Financing	Funding Status*	Activity Funded**	Year 1	Year 2	Year 3	Total Funding
Lead Organization	cash	confirmed	\$1M			0
NOHFC	grant/loan	pending	TBD			0
FEDNOR	grant	pending	TBD			0
City of Greater Sudbury	TBD	pending	TBD			0
		<b>TOTAL</b>	0	0	0	0
	City contribution as % of total project costs (City Amt. requested/Total Funding)					%

\*e.g. cash, grant, in-kind

\*\*confirmed, pending approval

Note: Project costs TOTAL must equal project financing TOTAL.

# BUDGET 2016 LARGE PROJECTS PRESENTATION FORM

## 1. CONTACT INFORMATION

**Organization Name:** Dalron Group Ltd. and ICC International Coliseums Company

RECEIVED

☐ Not-for-profit corporation ☒ Private Sector ☐ Consortium ☐ Other:

NOV 16 2015

**Lead Contact Name:** John Arnold

**Title:**

**Address:**

**City:**

**Postal Code:**

**Telephone Number:**

**Alternate Number:**

**Email Address:**

**URL Address:**

**Proposed Start Date** *Indicate the proposed project start date based on project implementation schedule*

March 1, 2017

**Proposed Completion Date** *Indicate the proposed project completion date based on project implementation schedule*

September 1, 2018

### Amount Requested from the City:

- ☐ One Time Contribution - \$
- ☐ Multi Year Contribution - \$
- ☒ Ongoing Support - \$ \$ 1,500,000.00
- ☐ Other (land, etc.) - \$

### Briefly describe your organization, including: mandate, organizational stability, established track record and capacity for project management

The International coliseums company develops first class multi-purpose event centers for mid-sized cities. ICC has a very specialized understanding of this project type and an outstanding history of developing and delivering projects within very tight schedules and budgets.

ICC manages the development of premier multi-purpose event centers by leading the design and construction process while maintaining sound cost controls. ICC prides itself in developing and creating facilities that meet the vision of municipalities and consistently exceed expectations. We also understand that it is paramount for an event center to meet the needs of the community and a variety of users and stakeholders. Shared use is very important to the economic and civic success of this type of facility.

ICC has excellent working alliances between nationally recognized design professionals and local architects, contractors and sub-contractors to form a solid development team with an abundance of local pride and enthusiasm. ICC works with major sports & arena designers and construction firms that are internationally recognized for successfully completing technically advanced and efficient arenas. In addition, ICC brings established knowledge and experience with specialty vendors to each community ensuring competitive pricing and superior service.

Dalron Group Ltd. is a family owned and operated business who has been investing in the community since 1969. Since then we have been providing a place for residents and companies to call home.

Our company is now on the 2nd generation of owners who are equally committed to sustained growth here in Sudbury both residentially and commercially.

We own more than 800,000 square feet of commercial property in the region and are continuing to grow. Dalron Leasing Limited is a vertically integrated division within the Dalron Group that can design, construct and manage all aspects of the project.

### Please provide the governance structure of the organization. Include key staff and their roles and a list of board members and their roles

Governance Structure to be determined. Currently the group consists of:

Dalron Group Ltd.  
Ron Arnold - President  
John Arnold

ICC  
Rick Kozuback- President

McCor Management Inc.  
Luc Corneli - President  
Fabio Fiumana - Consultant for project

## 2. PROJECT DETAILS

**Project Name:** South Regent Arena and Commercial Development

**Project Description:** *Describe the project that is being presented and it's importance to the community*

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

This Arena project will accomplish both goals by replacing the aged Arena with a new state of the art and run facility that will be an attraction for all events such as concerts, major sporting events, conferences etc. This development will then encourage additional commercial development in the lands such as hotels, restaurants and retail as well as tenants such as Canadian Tire Corp.

To the City this means new tax dollars in a residential growth area of the city.

**Project Objectives:** *Specify the project objectives and how the project does and/or will contribute to a "Triple Bottom Line", economic, social and environmental development in the City of Greater Sudbury*

The primary objective is to stimulate investment in the city's south end and to develop as a model for future growth and revenues for the City.

**Economic Benefits:** Increases the tax assessment base, creates immediate jobs, uses existing infrastructure and amenities, boosts retail / service development and generate millions is dollars spent by attracting tourism dollars. Also will make people take Sudbury more seriously as a place to invest by attracting new industry.

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

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

**Market Analysis and Rationale:** *Demonstrate the need or demand for the proposed project*

The existing arena has been assessed by an expert and has publicly shamed. It is widely known that the arena is needed to be replaced and that the local OHL team is being pressured for a modern facility.

The City is also missing out on many revenue opportunities due to the lack of modern amenities in the arena such as concerts, Memorial cup, Curling events etc.

The City has to act.

**Project Partnerships:** *Identify and list each partner involved in the project and provide the role of each partner*

Dalron Group Ltd. and ICC International Coliseums Company will work jointly on the development and management of this project with ICC taking a lead role.

Specific roles are to be determined.

### 3. COMMUNITY BENEFITS

Describe the economic impact of the project including job creation and increased employment opportunities, increased visitors to the community and investment attraction.

There will be job creation during construction as well as jobs will be creating in order to manage the facility.

Describe how the project will enhance civic engagement and build social capital, including building community pride and belonging

The City will gain a facility they can be proud of. The Sudbury Wolves will have a state of the art facility they can call home and use to recruit and attract top talent. By doing that they will increase their attendance by having a competitive team on the ice.

With larger and more variety of musical acts the local population will be more engaged.

There will be more opportunities to attract tourism and allow us to show what is so great about Sudbury.

We will also look at naming rights to build corporate pride.

Describe how the project will promote and foster human health and well being

By promoting activities that involve fitness ie: skating.

Having a modern day facility the citizens of Sudbury will also have a better sense of pride in their community and greater sense of belonging.

Describe how the project contributes to our community's environmental sustainability.

An arena with modern day systems will be less costly to operate and therefore less taxing on the environment.

**4. PROJECT COSTS AND FINANCING**

Have all identified funding partners committed to the project? ☐ Yes ☒ No

**Explain:**

no other applications have been made other than the founding partners have confirmed their financial investments subject to additional funding applications.

**Provide details on how you will obtain your identified contribution:**

additional funding applications will be made to the province and feds.

Is City funding necessary to make your project viable? ☐ Yes ☒ No

**Explain:**

it is expected that the city will contribute user fees as will be indicated in a budget to be submitted at a later date.

In addition to funding partners listed in your submission, are there other funding programs that you have applied to/approached? ☐ Yes ☒ No

If yes, who else have you contacted:

If you are a not-for-profit organization, has private sector funding been considered and/or it applicable?

☐ Yes ☒ No

**Explain:**

we are not not for profit.

Project Cost Category*	Year 1	Year 2	Year 3	Total Funding
site development	\$ 4,000,000.00			\$ 4,000,000.00
building(s) construction	\$ 70,000,000.00			\$ 70,000,000.00
				\$ 0.00
				\$ 0.00
				\$ 0.00

\*Under project cost category identify applicable cost categories such as wages, consulting costs, materials, project management, equipment costs, etc.

Project Financing	Funding Status*	Activity Funded**	Year 1	Year 2	Year 3	Total Funding
Lead Organization	majority partner	development and construction	\$ 39,000,000.00	\$ 25,000,000.00	\$ 10,000,000.00	\$ 74,000,000.00
						\$ 0.00
						\$ 0.00
						\$ 0.00
		<b>TOTAL</b>	\$ 39,000,000.00	\$ 25,000,000.00	\$ 10,000,000.00	\$ 74,000,000.00
		<b>City contribution as % of total project costs</b> (City Amt. requested/Total Funding)				0.00 %

\*e.g. cash, grant, in-kind

\*\*confirmed, pending approval

Note: Project costs TOTAL must equal project financing TOTAL.



# BUDGET 2016 LARGE PROJECTS PRESENTATION FORM

## 1. CONTACT INFORMATION

**Organization Name:** Eat Local Sudbury

☒ Not-for-profit corporation ☐ Private Sector ☐ Consortium ☐ Other:

**Lead Contact Name:** Peggy Baillie

**Title:** Executive Director

**Address:** [REDACTED]

**City:** [REDACTED]

**Postal Code:** [REDACTED]

**Telephone Number:** [REDACTED]

**Alternate Number:**

**Email Address:** [REDACTED]

**URL Address:** [REDACTED]

**Proposed Start Date** *Indicate the proposed project start date based on project implementation schedule*

February 2016

**Proposed Completion Date** *Indicate the proposed project completion date based on project implementation schedule*

June 2017

### Amount Requested from the City:

- ☒ One Time Contribution - \$ \$ 1,024,075.00  
☐ Multi Year Contribution - \$  
☒ Ongoing Support - \$ \$ 50,000.00  
☒ Other (land, etc.) - \$ \$ 64,000.00

### Briefly describe your organization, including: mandate, organizational stability, established track record and capacity for project management

Eat Local Sudbury Cooperative is a not for profit social enterprise that works to increase the production and consumption of local foods in North Eastern Ontario. Since its inception in 2007, Eat Local Sudbury has grown to an 800+ member co-op, with almost \$1 million in annual sales revenue. Through their work, there has been noticeable increase of local food available in urban markets, restaurants and institutions, an increase in local food businesses and more entrepreneurial farmers moving to the region with the knowledge that markets like Eat Local Sudbury exist.

The staff and board have clearly demonstrated the capacity to manage and expand their operations, working with community partners and executing successful projects that have a lasting impact on the community. This has been demonstrated by the growth of the co-op over the last three years, partnerships with organizations such as the Sudbury & District Health Unit and the Greater Sudbury Food Policy Council, and the Pan Northern partnership in the Sustainable New Agriculture Products Program which provided \$240,000 in funding to 46 businesses across Northern Ontario in 2015 to develop an estimated 110 new jobs across the north through business expansion and retention.

A key player in the development of the agri-food system in North Eastern Ontario and the province as a whole, Eat Local Sudbury is shaping the way people eat and will eat for generations to come.

### Please provide the governance structure of the organization. Include key staff and their roles and a list of board members and their roles

As a not-for-profit cooperative, ELS operates under the laws defined by the Cooperative Corporations Act, therefore as a cooperative, Eat Local Sudbury is run by members. As a multi-stakeholder group, our membership is made up of both consumers and producers. The membership elects a Board of Directors comprised of members to govern the organization. Members can also contribute to the co-op by sitting on committees that help shape the future of Eat Local Sudbury.

The membership is the highest decision making body of the organization. Every member in good standing has the right to attend meetings of the members (e.g. the Annual General Meeting), and to give direction to the organization by electing a Board of Directors and making changes to the by-laws etc. We're a co-op run by members for the benefit of members.

#### Eat Local Sudbury's 2015 Elected Board of Directors

James Morin – Chair, Sophie Gingras – Vice-Chair, Bridget King – Secretary, Aaron Dent – Treasurer, Lyne Mallette – Treasurer, Max Burt – Director, Stuart McCall – Director, Ryan Spence – Director, Aaron Vehkala – Director, Richard Tomlin – Director, Evan Jolicœur – Director

#### Key Staff:

Peggy Baillie : Executive Director - Strategically guides and manages the organization.



## 2. PROJECT DETAILS

**Project Name:** The Seed to Plate Commons

**Project Description:** *Describe the project that is being presented and it's importance to the community*

Eat Local Sudbury Co-operative will create a thriving and attractive downtown Food Centre that will revitalize the southern downtown core, support the growth of regional farm businesses, promote healthy eating, and attract visitors from outside the community. Based on a detailed, sustainable business plan produced with the assistance of Collins Barrow LLP, Eat Local Sudbury proposes to construct a 7,000 square foot retail space, food education centre, and farmer's market called the Seed to Plate Commons, on the vacant lot directly adjacent to, and south east of, the current farmer's market.

The Seed to Plate Commons will be designed to provide an engaging and dynamic destination for both city residents and tourists. The Commons is proposing to locate on Elgin Street, south of the existing Via Rail Parking lot, and across from the Elgin Street Mission at the end of Shaughnessy Street. This location was chosen as a marriage point between historical market locations, cohesion with the downtown masterplan and community impact. Many of the parking spaces on this property will be preserved for continued use as part of the site plan. Other sites in that neighborhood could be considered as well based on further consultation with the city.

Within the Commons, the teaching component will be called the Sudbury Edible Education Destination (SEED), and would be designed as a multi-use space primarily used for food education. Sudburians will have the opportunity to learn everything from seed to plate, including how to grow food, how to cook food and how to run a food business. The gardens, kitchen and meetings rooms will be available to community partners to rent at low cost for events and programming throughout the week to make best use of the space. The indoor space will also be used to house indoor vendors and to provide on-site cooking demos during the farmer's market, which will run throughout the year, in combination with the summer and fall outdoor market.

Eat Local Sudbury's Retail Co-op Store would also be housed at the Seed to Plate Commons as a one of a kind grocery store providing access to locally grown foods every day of the week, all year round. As an established cooperative with a successful history of working with regional producers, the Eat Local Co-operative Store would serve as anchor tenant of the Seed to Plate Commons. The Commons will be complete with the Community Greenhouse located on the roof of the building as a showcase of urban agriculture potential. This would be also visible from the Bridge of Nations, providing a positive focal point for the neighborhood and attractive visuals for the market and Commons as a whole.

The Commons project will have multiple economic, social and health benefits to the community. From agricultural economic development, tourism spending, City operational cost savings, and healthy eating programs, the community will have a facility it can support and be proud of.

**Project Objectives:** *Specify the project objectives and how the project does and/or will contribute to a "Triple Bottom Line", economic, social and environmental development in the City of Greater Sudbury*

The Seed To Plate Commons will:

Create a destination in the City showcasing the use of sustainable architectural design in a community space increasing the quality of life for Sudburians through engagement, education and community development.

Increase the production and consumption of local food products in Sudbury and the surrounding region

Develop more local farm and food processing businesses, from the micro to medium scale, through expanded markets (farmers' market, retail, wholesale) and through business and consumer education services;

Increase the number of jobs and employment opportunities in the agri-food sector in Sudbury

Educating consumers on the health and economic benefits of local food through partnerships that facilitate inclusive teaching of cooking and gardening skills to all residents

Expanding Eat Local Sudbury's retail and warehouse space to achieve better economies of scale and ensure the sustainability of the social enterprise.

**Market Analysis and Rationale:** *Demonstrate the need or demand for the proposed project*

The Seed to Plate Commons would be the only center of its kind in the north. The Commons would be a destination for Sudburians, and tourists alike, to come and explore the bounty and history of food in our region. Not known as a place where food grows, this center would demonstrate that a bounty of foods are, and can be, grown in our region, while also offering education about our rich history of food production, and that history's cultural diversity.

With increased awareness in healthy living, the Commons would contribute to the assets that the city has to offer which would retain and attract residents to live active and healthy lifestyles. As food is one of the key elements of healthy living, the Commons would not only provide access to these foods but also the education on how to grow and cook them - a missing link in changing the patterns of the way people eat. By having a healthy population the benefits to the community are overwhelming from improved literacy in children, reduced health care costs, increased employment and retention, to social engagement within the community. The Commons would support our residents in making those healthy choices.

The agri-food sector is an important player in the economic wellbeing of the region. The Seed to Plate Commons would foster this sector in two ways: through providing education to business owners and entrepreneurs on sector specific topics, and through the provision of various levels of markets from entry level at the farmers market to medium to large scale at the co-op store. Additionally, the Commons would encourage the community to be engaged in food, while including businesses to meet the needs of the population which in turn fosters more agri-food related businesses.

To support this vision Eat Local Sudbury recently completed a comprehensive business planning process. This process involved the collaboration of several community members, agencies and organizations who participated in steering committees and focus groups, providing guidance and vision to the plan. The final result was The Eat Local Sudbury Food Hub Business Plan completed in partnership with Collins Barrow LLP. This plan is the road map that ensured this vision for the Seed to Plate Commons was feasible, while being economically viable in the long term.

**Project Partnerships:** *Identify and list each partner involved in the project and provide the role of each partner*

1. City of Greater Sudbury and the Market Working Group: as a support of The Commons and the farmer's market, would provide in-kind support in the way of market promotion, endorsements and letters of support.
2. Regional Farmers: would provide partnership in-kind through strategic sectoral growth that would be planned in cooperation with the development of the Seed to Plate Commons, in addition to investment into the development of the Commons as a recognized asset to the expansion of their businesses.
3. Farmer's Markets Ontario and Greenbelt Farmers Market Network: would work with Eat Local Sudbury to manage the transition phase of the market to the new management structure, and would provide guidance on designing the market space and operations to have the highest rate of success in the long term.
4. Education Sector: Primary, secondary, post-secondary and adult education programs would target gaps where existing training is not being offered. Examples include work-related training for chefs in institutions, how to garden at home or school for young children, or cooking classes for low-income families.
5. Government Ministries and Agencies: The SEED would provide a service delivery model for education and training specific to both farmers and food related businesses for economic development, and for social and health promotion providing opportunities for teaching cooking and grocery shopping skills to target populations.
6. Senior Level Government: through funding support for the creation and programming for the Seed to Plate Commons

### 3. COMMUNITY BENEFITS

**Describe the economic impact of the project including job creation and increased employment opportunities, increased visitors to the community and investment attraction.**

A 2015 Ontario report by the Friends of the Greenbelt Foundation found that reducing the top 10 fruit and vegetable imports by 10 per cent and expanding local production would help create 3,400 jobs and boost the province's GDP by nearly a quarter billion dollars. Currently Eat Local Sudbury sells almost \$1 million in product annually, with 2/3 sourced from a total of 39 local farmers which will double within three years in the new location. The Seed to Plate Commons would have a direct impact on the expansion and development of food related businesses and jobs.

In Northern Ontario as a whole, where the Seed to Plate Commons' distribution service will draw its product from, agri-food is an expanding goods-producing sector including 8,890 jobs, and more than 2,700 farm businesses (5% of Ontario's total farms). Gross annual farm sales grew by 20% to \$195 million between 2010 and 2013. The sector also includes 512 companies in supply and service, processing and distribution across the North, up 18% between 2011 and 2014.

The Commons will benefit this sector in two important ways. It will collaborate with partners to provide education to food business owners and entrepreneurs on sector specific topics, and it will also provide access to various consumer markets to meet the needs of both start-up and established businesses. From entry level at the farmers market, to medium scale at the co-op retail store, to large scale through distribution to local health institutions, the Commons will incubate and expand opportunities for local farm and food processing businesses.

Food tourism is one of the fastest growing sectors of the tourism industry, according to the Ontario Culinary Tourism Association. The 2013 "American Culinary Traveler Report," published by Mandala Research, showed that the percentage of U.S. leisure travelers who travel in order to learn about and enjoy unique dining experiences grew from 40% to 51% between 2006 and 2013.

Following this trend, the Seed to Plate Commons would be a destination for residents and tourists alike to discover the bounty of rich foods that are grown in our region, and that we have a rich history of food within our culturally diverse city. A thriving indoor-outdoor market and unique local co-op store are destinations in themselves, but providing access for restaurants through wholesale to interesting flavours will also meet the demand for culinary experiences from many travellers.

As a direct result of the creation of the Seed to Plate Commons, a total of 12 full time jobs will be retained and 4 will be created in the first year with an additional 2 more in year 3, and increased jobs to be created over time with the success of the Commons.

**Describe how the project will enhance civic engagement and build social capital, including building community pride and belonging**

The Commons will become an important piece of the social fabric of Downtown Sudbury, revitalizing this corner of downtown and providing a true meeting place for both social gatherings and food business.

Sudbury needs to develop the features that will meet the needs of its residents and be equally as attractive as other North American cities to attract and retain residents. When choosing where to live, individuals and families will consider the quality of life in communities under consideration. The Seed to Plate Commons would be another key asset to offer as part of a thriving community. It will be another reason for them to be proud to choose Sudbury as their home.

In any community, the farmer's market is an important piece of the community fabric. A market place for farmers and emerging businesses, a place to build relationships with farmers and as a space where people meet, connect and gather that is open and accessible to all. The farmer's market is commonly a place where attendees take away a positive experience which varies between individuals. Our existing Downtown Market has been in flux over the past number of years without a defined long term plan for location. The Commons would provide the market a permanent year round location with reduced overhead burden in partnership with other like-minded community organizations. This vision has been identified by the Market Working Group in their strategic plan. By supporting the development of the Commons, the market would fulfill its vision for long term sustainability of this community asset and the farmers alike.

**Describe how the project will promote and foster human health and well being**

The most recent numbers from Statistics Canada indicate that Sudbury is among the most obese communities in the country. There is significantly higher proportion of SDHU area population 18+ who were obese compared to the Ontario population. Only 15% of Sudbury and Area residents 12 years of age and older eat the recommended servings of vegetables and fruit each day (CCHS, 2011/12). Consumption of vegetables and fruit according to dietary recommendations is known to be protective of health. The Seed to Commons would play an important role in supporting the development of food skills and food literacy and increased access to vegetables and fruit which would contribute to addressing challenges such as this.

Across the country cooking skills are eroding due to social, economic and cultural factors. Food skills are important for health for several reasons including knowledge, empowerment, engagement, culture, food security and fun. The Seed to Plate Commons would support the development of a healthier food environment in Sudbury by increasing access to healthy, fresh, local food. A healthy food environment supports improved nutrition and health by making healthier eating an easier choice. Beyond supporting healthy behaviors through environmental supports, the Seed to Plate Commons will also provide the opportunity for enhanced awareness and skills in growing and preparing healthy food.

**Describe how the project contributes to our community's environmental sustainability.**

The Seed to Plate Commons would be a distinguished feature in Sudbury which would showcase environmentally sustainable approaches to design, while also helping to educate people about activities which have a negative impact on our environment, and teaching Sudburians how to begin to have a more positive impact.

The Seed to Plate Commons will integrate sustainable design features into the construction, such as a roof top greenhouse which will be visible from the Bridge of Nations. The building will feature the use of renewable power and energy harvesting technology. It will also showcase integrated living features into the landscape and building exterior. The Commons would showcase how sustainable design can have a positive lasting impact on the environment.

As the core purpose of the Seed to Plate Commons, increased production and consumption of local food will have a significant impact on the environmental sustainability through the reduction of miles food travels from farm to market, increased biodiversity and soil health through on farm practices, land preservation for agricultural use, waste reduction as local food has less packaging, increased urban food production, better land use planning and reduced pollution through the use of synthetic and chemical agri-chemicals and additives. Through the increase of local food, we all benefit for a stronger environment for the future.

Along with the design features and the resulting benefit of an increase in local foods, there are also spin off benefits that are developed as community members engage in more activities and features of environmentally conscious living. Like a multiplier effect as humans engage in this way in their communities, they are more likely to make different day to day choices such as to walk or bike rather than driving, to compost, garden and reduce waste in packaging, as a few examples. The Seed to Plate Commons will provide an accessible space to stimulate members of the community to make better choices for themselves and for future generations.

#### 4. PROJECT COSTS AND FINANCING

Have all identified funding partners committed to the project? ☒ Yes ☐ No

##### Explain:

FedNor, NOHFC and the GSDC are supportive of the concept of the Seed to Plate Commons. These partners have been involved in the design process for over 2 years as the concept has developed. All three of these partners were involved in the recent expansion and development of Eat Local Sudbury and are prepared to proceed with funding applications for the Seed to Plate Commons.

##### Provide details on how you will obtain your identified contribution:

Through traditional financing and community bond offering, Eat Local Sudbury will raise the necessary capital for our contribution.

Is City funding necessary to make your project viable? ☒ Yes ☐ No

##### Explain:

The commitment and contribution from the city will be integral to secure the funding from the other partners. As the project cost estimate is 4.5 million dollars, the 1.0 million dollar contribution (23% of the project costs) allows us to leverage funding from additional sources at higher amounts than traditionally asked.

The funding from the city will be a large factor in making this project viable. The funding, and its resultant partnership between Eat Local Sudbury and the City of Greater Sudbury, is integral for the success of the project. This relationship is key to help the project gain the public's support and foster community engagement, as well as long term public and private sector involvement. All of these stakeholders will contribute to the success of the Seed to Plate Commons for years to come.

In addition to funding partners listed in your submission, are there other funding programs that you have applied to/approached? ☒ Yes ☐ No

##### If yes, who else have you contacted:

We will be approaching the Ontario Trillium Foundation, The Greenbelt Foundation, The Rural Economic Development Program (OMAFRA)

If you are a not-for-profit organization, has private sector funding been considered and/or it applicable?

☒ Yes ☐ No

##### Explain:

As part of our fundraising strategy, Eat Local Sudbury will use a community bond offering to garner private sector investment from members and producers of the cooperative.

Project Cost Category*	Year 1	Year 2	Year 3	Total Funding
Construction Costs	\$ 2,940,000.00			\$ 2,940,000.00
Fees and Contingencies,	\$ 800,000.00			\$ 800,000.00
Construction Hook Ups	\$ 62,500.00			\$ 62,500.00
Equipment and Interior Outfitting	\$ 550,000.00			\$ 550,000.00
Contingencies	\$ 100,000.00			\$ 100,000.00

\*Under project cost category identify applicable cost categories such as wages, consulting costs, materials, project management, equipment costs, etc.

Project Financing	Funding Status*	Activity Funded**	Year 1	Year 2	Year 3	Total Funding
Lead Organization	cash	pending approval	\$ 534,300.00			\$ 534,300.00
City of Sudbury/GSDC	cash	pending approval	\$ 1,024,075.00			\$ 1,024,075.00
FedNor	grant	pending approval	\$ 1,113,125.00			\$ 1,113,125.00
NOHFC	grant	pending approval	\$ 1,781,000.00			\$ 1,781,000.00
		<b>TOTAL</b>	\$ 4,452,500.00	\$ 0.00	\$ 0.00	\$ 4,452,500.00
		<b>City contribution as % of total project costs</b> (City Amt. requested/Total Funding)				23.00 %

\*e.g. cash, grant, in-kind

\*\*confirmed, pending approval

Note: Project costs TOTAL must equal project financing TOTAL.

# BUDGET 2016 LARGE PROJECTS PRESENTATION FORM

## 1. CONTACT INFORMATION

**Organization Name:** Dalron Leasing Limited

RECEIVED

☐ Not-for-profit corporation ☒ Private Sector ☐ Consortium ☐ Other:

NOV 16 2015

**Lead Contact Name:** John Arnold

**Title:**

CLERK'S

**Address:** [REDACTED]

**City:** [REDACTED]

**Postal Code:** [REDACTED]

**Telephone Number:** [REDACTED]

**Alternate Number:**

**Email Address:** [REDACTED]

**URL Address:**

**Proposed Start Date** *Indicate the proposed project start date based on project implementation schedule*

February 1, 2016

**Proposed Completion Date** *Indicate the proposed project completion date based on project implementation schedule*

June 30, 2016

### Amount Requested from the City:

- ☐ One Time Contribution - \$  
☐ Multi Year Contribution - \$  
☒ Ongoing Support - \$ \$ 60,000.00  
☐ Other (land, etc.) - \$

**Briefly describe your organization, including: mandate, organizational stability, established track record and capacity for project management**

Dalron Group Ltd. is a family owned and operated business who has been investing in the community since 1969. Since then we have been providing a place for residents and companies to call home.

Our company is now on the 2nd generation of owners who are equally committed to sustained growth here in Sudbury both residentially and commercially.

We own more than 800,000 square feet of commercial property in the region and are continuing to grow. Dalron Leasing Limited is a vertically integrated division within the Dalron Group that can design, construct and manage all aspects of the project.

**Please provide the governance structure of the organization. Include key staff and their roles and a list of board members and their roles**

Ron Arnold - President  
 Dave Arnold - Vice-President  
 Phil Arnold - Vice-President

**Other Key members:**

Kristi Arnold  
 John Arnold  
 Jonathan Arnold

## 2. PROJECT DETAILS

**Project Name:** Cedar Street Parking Structure Rehabilitation

**Project Description:** *Describe the project that is being presented and it's importance to the community*

Currently the downtown core is in need of strategically located parking spaces to service and satisfy the growth in downtown Sudbury.

The existing parking structure has been condemned and closed which has taken 122 parking spaces off the market making it difficult for office space to be leased to companies that require parking for its clients and/or employees. As the City continues to look for ways to support and grow the downtown, parking solutions will be required not only by supporting financially this rehabilitation but also to add to the parking capacity by investing in other downtown parking initiatives.

These types of investments are necessary to grow the City's tax base in the Downtown thus making for a stronger city over all.

**Project Objectives:** *Specify the project objectives and how the project does and/or will contribute to a "Triple Bottom Line", economic, social and environmental development in the City of Greater Sudbury*

The project objective is to provide parking spaces to allow greater opportunity to lease vacant office space and to attract new businesses downtown. In particular to accommodate a major financial institution currently looking to build downtown.

Economic Benefits: Increases the tax assessment base, creates jobs in the downtown.

Social Benefits: it sends a strong signal to the community that the city is willing to invest in it's downtown therefore supporting the youth of the community who are the demographic that tend to frequent downtown.

Environmental benefits: by encouraging downtown development both commercially and residentially the notion of pedestrian friendly is achieved. By having more companies locating downtown it means less driving means more walking as once they are downtown all the services necessary are at their doorstep.

Also by rehabbing this structure we avoid demolition and materials going into landfills.

**Market Analysis and Rationale:** *Demonstrate the need or demand for the proposed project*

Dalron currently has approximately 22,000 square feet of vacant commercial space downtown. Most of which is upper floor office space that can't be filled until we find additional parking options.

Filling this space will provide the city with additional tax revenues.

**Project Partnerships:** *Identify and list each partner involved in the project and provide the role of each partner*

No additional partners are expected.

### 3. COMMUNITY BENEFITS

Describe the economic impact of the project including job creation and increased employment opportunities, increased visitors to the community and investment attraction.

Job creation during rehab.

Increased taxes for property

increased taxes downtown by filling vacant space.

New jobs downtown will boost sales of existing and new businesses downtown.

more jobs downtown may lead to new residential demand.

a more visually appealing structure. New facade to be applied.

Describe how the project will enhance civic engagement and build social capital, including building community pride and belonging

The intent of this project is to encourage new and more businesses to open or locate their businesses downtown. if this is to occur you will see more people on the streets, more vibrant retail and service businesses and therefore more community pride in their downtown.

Parking is key!

Describe how the project will promote and foster human health and well being

By increasing commercial and residential development downtown we will be encouraging more walking and less driving. Vehicles will stay parked as people take to the streets to enjoy the many services the downtown has. This will also lead to more emotional pride in our community which adds to our "happiest people in Canada" title.

Describe how the project contributes to our community's environmental sustainability.

We are a firm believer that a strong downtown will lead to a more powerful and economically stable community.

The stronger we are economically the more we have to invest in environmental initiatives.

This project will also be retrofitted with LED lighting.

#### 4. PROJECT COSTS AND FINANCING

Have all identified funding partners committed to the project? ☐ Yes ☒ No

Explain:

We have not made application to other financial institutions at this time.

Provide details on how you will obtain your identified contribution:

We will seek traditional bank financing as well.

Is City funding necessary to make your project viable? ☒ Yes ☐ No

Explain:

In order to make this project viable a contribution by the city is required. we are suggesting an ongoing forgiveness of real estate taxes in the order of approximately \$60,000 per year.

In addition to funding partners listed in your submission, are there other funding programs that you have applied to/approached? ☐ Yes ☒ No

If yes, who else have you contacted:

If you are a not-for-profit organization, has private sector funding been considered and/or it applicable?

☐ Yes ☐ No

Explain:

N/A

Project Cost Category*	Year 1	Year 2	Year 3	Total Funding
design and construction	\$ 3,000,000.00			\$ 3,000,000.00
				\$ 0.00
				\$ 0.00
				\$ 0.00
				\$ 0.00

\*Under project cost category identify applicable cost categories such as wages, consulting costs, materials, project management, equipment costs, etc.

Project Financing	Funding Status*	Activity Funded**	Year 1	Year 2	Year 3	Total Funding
Lead Organization	cash	funded	\$ 1,500,000.00			\$ 1,500,000.00
national lender	cash	pending	\$ 1,500,000.00			\$ 1,500,000.00
						\$ 0.00
						\$ 0.00
		<b>TOTAL</b>	\$ 3,000,000.00	\$ 0.00	\$ 0.00	\$ 3,000,000.00
		<b>City contribution as % of total project costs</b> (City Amt. requested/Total Funding)				0.00 %

\*e.g. cash, grant, in-kind

\*\*confirmed, pending approval

Note: Project costs TOTAL must equal project financing TOTAL.



# BUDGET 2016 LARGE PROJECTS PRESENTATION FORM

## 1. CONTACT INFORMATION

**Organization Name:** Autumnwood Mature Lifestyle Communities

☐ Not-for-profit corporation ☒ Private Sector ☐ Consortium ☐ Other:

**Lead Contact Name:** Joe Dipietro

**Title:** President

**Address:** [REDACTED]

**City:** [REDACTED]

**Postal Code:** [REDACTED]

**Telephone Number:** [REDACTED]

**Alternate Number:**

**Email Address:** [REDACTED]

**URL Address:**

**Proposed Start Date** *Indicate the proposed project start date based on project implementation schedule*

2016

**Proposed Completion Date** *Indicate the proposed project completion date based on project implementation schedule*

2019

### Amount Requested from the City:

- ☒ One Time Contribution - \$ \$ 1,000,000.00  
☐ Multi Year Contribution - \$  
☐ Ongoing Support - \$  
☐ Other (land, etc.) - \$

### Briefly describe your organization, including: mandate, organizational stability, established track record and capacity for project management

Autumnwood is a developer based in Northern Ontario, headquartered in Sudbury, known primarily as an operator of senior living centres through-out Northeastern Ontario. Our mission is to assist older adult residents in the preservation of health and independence through the promotion and implementation of complete wellness programs: body, mind, and spirit.

Our seniors' communities are built on a guiding philosophy that ensures our residents enjoy "leisure for life". This philosophy is paramount and serves as inspiration in the design of optimum living spaces, quality amenities, and the provision of unparalleled personal service and support.

Autumnwood's track record includes the completion of a number of retirement communities within Northern Ontario: Meadowbrook Retirement Village in Lively, Red Oak Villa and Amberwood Suites in Sudbury; Marina Point in North Bay; Cedar Lodge in Sault Ste Marie; St. Mary's Gardens in Timmins, and the newly opened Science Village for Science Timmins. Besides being an attraction to the City of Timmins, Science Village is a welcome amenity within St. Mary's Gardens and will provide future opportunities for intergenerational programming.

Autumnwood's commitment to promoting a lifestyle of well being is inherent in everything we do - expressed through a host of planned activities such as year-round recreation planning, social events, health and wellness seminars, wholesome and nutritious daily dining, and reliable care services - designed to stimulate and promote a lifestyle of wellness and independence. Autumnwood is a team of qualified planning and development, marketing and advertising, finance and accounting, architecture and design, construction management, and facility management personnel committed to creating attractive senior communities.

### Please provide the governance structure of the organization. Include key staff and their roles and a list of board members and their roles

Autumnwood is made up of a highly qualified team who together perform market research, conceptual development, project management, and operations management. Our staff team is comprised of:

Joe Dipietro, President  
 Julie Aube, Manager of Operations  
 Kristina Robichaud, Project Manager/Designer  
 Dianna Leach-Petrone, Project Administrator/Planning and Development  
 Lisa Lachance, Accounting /Administration  
 Mandy McLeod, Human Resource  
 Kathy McIvor, Accounting /Operations  
 Lyne Gagne, Administration

In developing a larger vision for the properties Autumnwood has recently pursued at 162 Mackenzie St and 30 Ste Anne's Rd, Autumnwood has engaged the following consultants:

Louis Belanger: Yellowega Bélanger Architecture  
 Beth Mairs: Mairs & Associates  
 A Construction Manager is under consideration.

## 2. PROJECT DETAILS

### Project Name:

#### Project Description: *Describe the project that is being presented and it's importance to the community*

The project is multi-faceted and will be staged over 5 years. Ultimately, it creates a pedestrian-friendly dynamic arts and culture district within the boundaries of Sudbury's greater downtown area in a key location linking the rapidly gentrifying Kathleen St. to Elgin St. In addition to arts and culture assets, it has an older adult residential component onsite. The building blocks of this downtown redevelopment project are: the development of Uptown Arts Complex starting with 162 Arts Hub; the expansion and rebranding of Red Oak Villa from 84 units to 180 units and renamed Red Oak Village/Rouge Chen Village, and the construction of a key arts/culture asset at the Xavier lands, all interlinked with walking and cycling trails, beautifully landscaped with gardens and grasses including native species.

#### Uptown Arts Complex:

- 162 Arts Hub transforms an empty school into a home for the City's emerging grassroots arts organizations through the adaptive reuse and preservation of historic St. Louis DeGonzague School.
- New Build: 46,000 sf new build on Mackenzie site for additional arts and culture assets. Autumnwood is open to discussion with a post-secondary institution that may wish a downtown location with geographic proximity to 4 /10 of Sudbury's high schools plus working artists on site.
- Dedicated Theatre: renovations to the Diocese building on Ste. Anne Road to create a performance space/ theatre in the ground floor former auditorium available to Sudbury's burgeoning small theatre scene.

#### Red Oak Expansion and Rebranding:

- construction of 96 new assisted living retirement units and associated amenities, including easy access walking trails to Uptown Arts Complex and the new library. The renaming of this residential and care complex will honour the area's historic Francophone history.

#### New Large Cultural Asset:

- Autumnwood has been in conversation with many of the players in consideration of a new build of a significant Arts/Culture Asset with city-wide relevance and a strong regional tourism potential. A new tenant for this prime location is not confirmed at this time although this portion of the over-all project has been short-listed by at least one of the other proposed Large Projects. Whatever project does settle as part of this larger arts and culture district will benefit from a commanding view of downtown, connecting trails to Uptown Arts Complex, and the synergy of bringing so many arts assets and active seniors into the same vicinity.

#### Project Objectives: *Specify the project objectives and how the project does and/or will contribute to a "Triple Bottom Line", economic, social and environmental development in the City of Greater Sudbury*

To repurpose and beautify the property and area surrounding Red Oak Villa to create a vibrant village atmosphere to fulfill Autumnwood's philosophy of "leisure for life" for the residents of Red Oak Villa.

- To expand and rebrand Red Oak Villa by constructing an additional 96 units and associated amenities, and trails and gardens to tie into the overall concept which spans from 162 Mackenzie street around Ste. Anne Road to Xavier Street for approx. 9 acres;
- To repurpose and beautify the property, while preserving the historical attributes where possible, at 162 Mackenzie Street creating a thriving Arts and Cultural hub;
- To renovate the Diocese building at 30 Ste Anne Road to accommodate additional arts and culture space, and tie the property into the overall Arts and Cultural hub;
- To locate an additional large cultural asset on the Ste. Anne property to further enhance the overall concept for a thriving Arts and Cultural hub

#### Market Analysis and Rationale: *Demonstrate the need or demand for the proposed project*

##### Uptown Arts Complex:

162 Arts Hub: the anchor tenant for 162 Arts Hub, assuming one third of the total lease-able space is Sudbury Indie Cinema. According to the 3rd party feasibility study conducted on behalf of Sudbury Indie Cinema in June 2015, Greater Sudbury is severely under-screened with currently only 12 screens at Silver City, when the population based could support 20 screens, according to a tried and true formula used by the Motion Picture Association of America. Secondly, the growth of independent cinema sector in Canada has been a response to the highly centralized monopoly on large screens by Cineplex Entertainment, which focussing on the blockbuster Hollywood product of 5 major studios. The success of Cinefest International Film Festival with high attendance numbers and a growing local film industry are two additional indicators leading to predictions that this social enterprise will be self-sustaining within the first 3 years of operation.

A consultation of Arts Build with Sudbury's arts community in 2012 lead to a report called "Sustainable Creative Spaces Sudbury" (May 2013.) Key issues for Sudbury arts organizations flagged were that few had a space or facility; agreement that multi-purpose buildings would bring in cultural tourism, infrastructure is needed for cultural creators to interface with the public. We feel that 162 Arts Hub addresses some of these key needs by providing emerging and grassroots arts orgs and artists access to affordable rents and the benefits of a concentrated arts cluster which supports collaboration, sharing some costs and audiences, providing a draw for the public to engage with the arts and artists themselves, and close proximity to older adults living on site, and high school students surrounding the complex.

##### Red Oak Expansion/Rebranding:

Between 1996 and 2026 the population of Canada will grow by 33%. Comparatively, the population of the 70+ demographic will grow by an incredible 126%. In Sudbury, it is projected that seniors aged 65+ will represent 18.4% of the population in 2016, and 20.9% by 2021. The current waiting list at Red Oak Villa is another indication of the growing need for additional units.

The Autumnwood team works closely with market research and valuation firms to continually build market data files, assess current market trends and predict where the market is heading. Primary data is also collected using feedback received by past projects and from the residents in our communities. Lifestyle choices for today's senior population are continually changing, making current knowledge of this market a key success factor for the Autumnwood group.

Autumnwood customizes its structures according to market research and past successful projects. As a result, each community will come together differently based on the existing community's demographic profile, income strata, and surrounding architecture.

##### New Large Arts Project:

With so many arts and culture "super builds" on the horizon for downtown, the Xavier lands are an ideal location for one of these projects.

#### Project Partnerships: *Identify and list each partner involved in the project and provide the role of each partner*

Confirmed Tenants of 162 Arts Hub are: Sudbury Indie Cinema Co-op, NISA Dandelion Café, Myths and Mirrors Community Arts, Pat the Dog Theatre, Open Studio-Cambrian College. Prospective additional tenants include: Sudbury Arts Club, We Live Up Here, Scrabbalatte phase 2 business, Ontario Arts Council, a satellite office for a Toronto-based post production company. We anticipate full occupancy with a waiting list, the need and interest is so great.

### 3. COMMUNITY BENEFITS

Describe the economic impact of the project including job creation and increased employment opportunities, increased visitors to the community and investment attraction.

Through redevelopment, this ambitious project will transform what is a current eyesore into a city-wide asset through the concentration of arts and culture assets, plus park land, plus building residential units for seniors, an under-served demographic. Re-purposing an older charming building with much significance in downtown rather than a new build.

Creating and maintaining value in the land will increase surrounding property values.

#### SHORT TERM:

- Support the more grassroots, dynamic, emerging artists and arts organizations including our local film industry producers by providing an exhibition venue to exploit the built-in audience.
- Enhance revitalization of downtown Sudbury by attracting more residents to live downtown and benefit from a lifestyle where they have arts and entertainment venues within walking distance.
- Accelerate gentrification of the Uptown neighbourhood by locating there, thus increasing real estate sales and property values.
- Assist in the recruitment of highly skilled professional class to Sudbury in health care, academia, mining and film as a key arts benefit they would be accustomed to coming from University towns in Southern Ontario or the United States.

#### MEDIUM TERM:

- Support sustainability of the arts and culture sector by proactively addressing both the dire need for office and studio space but address the strong desire for collaboration inherent in an arts cluster.
- Increased success for Sudbury in retaining a highly skilled professional class and workforce by increasing the liveability of the city as a vibrant arts hub.
- Reduction of crime downtown as an arts hub helps intensify and draw professionals and families downtown plus transition of the Donovan from high crime to mixed neighbourhood is well beyond the tipping point.

Describe how the project will enhance civic engagement and build social capital, including building community pride and belonging

Providing a home to so-many diverse key cultural producers builds social capital but providing stability to these artists and a space which is shared and shaped by community engagement in a spirit of collaboration and one that celebrates the local artist. Maintaining an historic and charming building for this purpose will build civic pride when an abandoned school becomes a dynamic arts hub open to the public.

Describe how the project will promote and foster human health and well being

Seniors are often isolated and segregated from society in stark institutional facilities. We all suffer from that lack of participation of our community's elders as active members of society. Being located on the same grounds as Sudbury's grassroots emerging arts creators will provide the opportunity to engage in the arts directly- not as bystanders or passive audience but as active co-creators of culture through participation in arts programming.

Having beautiful, pedestrian-friendly arts and culture precinct directly across from seniors residential units between Sudbury Secondary and Marymount allows students, seniors and residents of Sudbury and visitors an escape from noise traffic and stress, into engaging artistic environments and cultural spaces and grounds which are pleasing and restorative.

Describe how the project contributes to our community's environmental sustainability.

This project with substantial grounds will create a corridor for native plants and grasses, especially pollinating species to help mitigate the impacts of industrialization downtown.

**4. PROJECT COSTS AND FINANCING**

Have all identified funding partners committed to the project? ☐ Yes ☒ No

Explain:

Corporate entity.

Provide details on how you will obtain your identified contribution:

Is City funding necessary to make your project viable? ☐ Yes ☒ No

Explain:

No, however one time capital dollars will assist in preserving the historical attributes of building and structures, as restoration can become very costly.

In addition to funding partners listed in your submission, are there other funding programs that you have applied to/approached? ☐ Yes ☒ No

If yes, who else have you contacted:

If you are a not-for-profit organization, has private sector funding been considered and/or it applicable?

☐ Yes ☐ No

Explain:

N/A

Project Cost Category*	Year 1	Year 2	Year 3	Total Funding
Arts Hub & Indie Cinema	\$ 5,400,000.00			\$ 5,400,000.00
Diocese Restoration	\$ 2,700,000.00			\$ 2,700,000.00
Uptown Arts Complex (completion)	\$ 1,800,000.00	\$ 2,700,000.00		\$ 4,500,000.00
Red Oak Villa Expansion	\$ 3,600,000.00	\$ 20,700,000.00		\$ 24,300,000.00
Xavier Street Development		\$ 3,600,000.00	\$ 14,400,000.00	\$ 18,000,000.00

\*Under project cost category identify applicable cost categories such as wages, consulting costs, materials, project management, equipment costs, etc.

Project Financing	Funding Status*	Activity Funded**	Year 1	Year 2	Year 3	Total Funding
Lead Organization						\$ 0.00
Autumnwood		X	\$ 6,100,000.00	\$ 12,800,000.00		\$ 18,900,000.00
TD Bank		X	\$ 8,000,000.00	\$ 12,600,000.00	\$ 14,400,000.00	\$ 35,000,000.00
City of Greater Sudbury	X		\$ 1,000,000.00			\$ 1,000,000.00
		<b>TOTAL</b>	\$ 15,100,000.00	\$ 25,400,000.00	\$ 14,400,000.00	\$ 54,900,000.00
		<b>City contribution as % of total project costs</b> (City Amt. requested/Total Funding)				1.80 %

\*e.g. cash, grant, in-kind

\*\*confirmed, pending approval

Note: Project costs TOTAL must equal project financing TOTAL.



# BUDGET 2016 LARGE PROJECTS PRESENTATION FORM

## 1. CONTACT INFORMATION

**Organization Name:** Art Gallery of Sudbury / Galerie d'art de Sudbury

☒ Not-for-profit corporation ☐ Private Sector ☐ Consortium ☒ Other: **Charity**

**Lead Contact Name:** Demetra Christakos

**Title:** Director / Curator

**Address:** [REDACTED]

**City:** [REDACTED]

**Postal Code:** [REDACTED]

**Telephone Number:** [REDACTED]

**Alternate Number:**

**Email Address:** [REDACTED]

**URL Address:** [REDACTED]

**Proposed Start Date** *Indicate the proposed project start date based on project implementation schedule*

May 5, 2017

**Proposed Completion Date** *Indicate the proposed project completion date based on project implementation schedule*

May 5, 2020

### Amount Requested from the City:

- ☒ One Time Contribution - \$ \$ 10,000,000.00  
☐ Multi Year Contribution - \$  
☒ Ongoing Support - \$ \$ 200,000.00  
☒ Other (land, etc.) - \$

### Briefly describe your organization, including: mandate, organizational stability, established track record and capacity for project management

#### Vision

Through critical and engaging visual art exhibitions and art education programs, the Art Gallery of Sudbury is a vital agent of change for -- and an active, generous collaborator in -- the artistic and cultural renaissance and economic development of the City of Greater Sudbury and northeastern Ontario.

#### Mission

The Art Gallery of Sudbury / Galerie d'art de Sudbury is a dynamic bilingual public visual art gallery and key art educational, cultural and tourism destination in Northeastern Ontario, creating meaningful engagement opportunities in dialogue with contemporary artists and our permanent collection for all who visit the gallery -- and beyond.

#### Mandate

The Art Gallery of Sudbury / Galerie d'art de Sudbury actively contributes to our audiences' understanding, knowledge and appreciation in the visual, plastic and media arts, including graphic arts, design and crafts in all material forms.

#### Organizational Stability

The Art Gallery of Sudbury was established in 1967 as a Centennial project of the Sudbury and District Chamber of Commerce. Originally operating as the Laurentian University Museum and Art Centre, the Gallery was incorporated in 1997 and is currently housed in the turn-of-the-century heritage building, Bell Mansion and grounds. We are in our 47th consecutive year of operation. The gallery is in a position of modest accumulated surplus.

#### Established Track Record

As a result of the work of its dedicated staff, board and volunteers, the Gallery offers a wide variety of education programs in both English and French to encourage art creation and appreciation among young and old alike. The AGS's permanent collection includes more than 2,000 historical and contemporary works of art.

#### Capacity for Project Management

The Gallery organizes and produces important exhibitions with partners such as the National Gallery of Canada including The Drawings and Paintings of Daphne Odjig: A Retrospective Exhibition, Louie Palu: Cage Call: Life and Death in the Hard Rock Mining Belt, and Bruno Cavallo: Eye of the Artist. In 2015, we organized and produced the exhibition For Better or For Worse: The Comic Art of Lynn Johnston, a fully bilingual exhibition which tours to Thunder Bay, Fredericton and North Bay in 2016. To complete this project, we secured more than \$250,000 in funding from federal and provincial funding to match \$50,000 generously provided by the GSDC.

### Please provide the governance structure of the organization. Include key staff and their roles and a list of board members and their roles

#### Board of Directors

Brooke Yeates, Chair  
 Josée Forest-Niesing, Vice-Chair  
 Don Kuyek, Secretary  
 Michel Germain, Treasurer  
 Jon Butler, Chair, Marketing and Communications Committee  
 Ann Suzuki, Chair, Acquisitions Committee  
 Carol Rumball Lesar, Chair, New Gallery Committee  
 Fern Cormier, Councillor, City of Greater Sudbury  
 Al Sizer, Councillor, City of Greater Sudbury  
 Lise Labine, College Boreal  
 Maxim Jean-Louis, Contact North Sudbury  
 Brian Montgomery, Weaver Simmons

#### Key Staff

Director / Curator Demetra Christakos  
 Manager of Education Nancy Gareh  
 Manager of Development and Communication Karen Thistle  
 Collections Manager / Curator Alternate Deanna Nebenionquit  
 Education Coordinator Laure Mitchell  
 Visitor Service and Operations Coordinator Taddrick Tremblay  
 Executive Assistant / Facilities and Exhibitions Coordinator Joelle Beaulieu

## 2. PROJECT DETAILS

**Project Name:** Franklin Carmichael Art Gallery of Sudbury / Galerie d'art de Sudbury

**Project Description:** *Describe the project that is being presented and it's importance to the community*

The Art Gallery of Sudbury / Galerie d'art de Sudbury plans to build the first ever purpose-built public art gallery in the Greater Sudbury area. Once erected, and with a commitment from the Carmichael family, who reside in the City, the gallery will be renamed after the founding Group of Seven artist Franklin Carmichael. This new venue will dedicate 14,000 square feet to the permanent collection, produce regional, provincial and national touring exhibitions, as well as studio and teaching spaces. The new facility is urgently needed as its current home is insufficient to meet the exhibition, curatorial and preservation needs of our collection of over 2000 works of art. In fact, only three per cent (3%) of the permanent collection can be displayed at any one time. Though an exact location has yet to be determined, the new art gallery is expected to be built in the downtown core where it can enrich the city centre and play a role in the revitalization and economic growth of the city and northeastern Ontario.

**Project Objectives:** *Specify the project objectives and how the project does and/or will contribute to a "Triple Bottom Line", economic, social and environmental development in the City of Greater Sudbury*

### Economic Development

It will attract tourists, create new jobs, educate young and old alike, undertake innovative curatorial directions, be a source of community pride and a centerpiece for the vibrant and creative arts community of Greater Sudbury.

### Social Development

The Franklin Carmichael Art Gallery of Sudbury / Galerie d'art de Sudbury will be central in leading the way in arts and culture development for northeastern Ontario and is a key building block for the City of Greater Sudbury's future plans. This is a once-in-a-lifetime opportunity to build a community visual and media art education facility and cultural visitor attraction that honours, preserves and celebrates the area's outstanding First Nations, Francophone, Anglophone (including the Group of Seven) and New Canadian heritages.

### Environmental Development

The new art gallery will meet the building, environmental and museum standards of the 21st century.

**Market Analysis and Rationale:** *Demonstrate the need or demand for the proposed project*

We are currently in process producing an updated market analysis based on our recent activities including our major project For Better or For Worse: The Comic Art of Lynn Johnston, which closed on November 2, 2015. We will be better able to demonstrate this analysis within the scope of a presentation on November 27, 2015.

**Project Partnerships:** *Identify and list each partner involved in the project and provide the role of each partner*

Art Gallery of Sudbury / Galerie d'art de Sudbury, Lead organization

Moriyama & Teshima Architects, architectural consultants to date. Moriyama & Teshima is a team of architects, planners and designers collaborating with visionary clients to build inspiring and enduring spaces that transform communities and reinforce civic identity.

### 3. COMMUNITY BENEFITS

Describe the economic impact of the project including job creation and increased employment opportunities, increased visitors to the community and investment attraction.

#### Increased Employment Opportunities

A new public art gallery goes hand in hand with the City of Greater Sudbury's evolving identity as a knowledge sector centre. Knowledge sector jobs attract professionals with urban lifestyles who desire a downtown-living experience.

#### Increased Visitors to the Community

A new Art Gallery of Sudbury will complement the theme of specialty retail and cafe / restaurant experiences downtown, extending visitor stays as well as visitor spending.

#### Investment Attraction

The addition of the Art Gallery of Sudbury in the downtown core is one of the "game-changing" initiatives mentioned in the master plan that can help reposition the City of Greater Sudbury as a desirable place to live and to visit.

Describe how the project will enhance civic engagement and build social capital, including building community pride and belonging

Enhance civic engagement As mentioned in the downtown master plan, one of the cornerstones of the revitalization process is the creation of a new Art Gallery of Sudbury / Galerie d'art de Sudbury.

Build social capital: A purpose-built public art gallery that is both physically and financially accessible to all residents will significantly enhance the City's potential livability quotient for spouses, partners and families of professionals. "Category A" collections storage capacity will allow us to retain and exhibit regional art treasures, to demonstrate their national importance and outstanding significance, enhancing the community's reputation for charitable giving.

Build community pride and belonging: Thoughtful placement of the new facility and inspired architecture that celebrates Northern Ontario and its heritage will make the new art gallery of Sudbury an essential part of the Sudbury landscape.

Describe how the project will promote and foster human health and well being

According to the Social Planning Council of Sudbury, "a strong arts and culture sector is integral to a community's quality of life and a sense of well-being." The new art gallery will be a primary contributor to the voluntary, charitable sector of the City of Greater Sudbury and is committed to a vision of Sudbury as a community that is caring, creative and leaves no one behind.

Describe how the project contributes to our community's environmental sustainability.

Attention to durability and environmental stewardship only only will reduce the impact of a new facility but as we scale up our operations moderate the operating costs.



#### 4. PROJECT COSTS AND FINANCING

Have all identified funding partners committed to the project? ☐ Yes ☒ No

**Explain:**

The gallery is currently researching potential partnerships for a new purpose-built gallery. Partnerships are assessed on the basis of their alignment to our mission and mandate and as to the viability of their business planning and projections.

**Provide details on how you will obtain your identified contribution:**

This year, we are embarking on a first phase fundraising campaign with a Year One goal of \$3 million.

Is City funding necessary to make your project viable? ☒ Yes ☐ No

**Explain:**

A planning study commissioned by the Art Gallery of Sudbury in 2011 concluded that the gallery needs to secure funding partnerships in the public sector in the amount of at least 50% of the total project goal to encourage and support corporate donors.

In addition to funding partners listed in your submission, are there other funding programs that you have applied to/approached? ☐ Yes ☒ No

If yes, who else have you contacted:

If you are a not-for-profit organization, has private sector funding been considered and/or it applicable?

☒ Yes ☐ No

**Explain:**

Proposals are assessed as to their merits and viability with respect to our vision, mission and mandate.

Project Cost Category*	Year 1	Year 2	Year 3	Total Funding
These are in the process of being recalibrated.			\$ 21,300,000.00	\$ 21,300,000.00
				\$ 0.00
				\$ 0.00
				\$ 0.00
				\$ 0.00

\*Under project cost category identify applicable cost categories such as wages, consulting costs, materials, project management, equipment costs, etc.

Project Financing	Funding Status*	Activity Funded**	Year 1	Year 2	Year 3	Total Funding
Lead Organization	Cash	In development	\$ 3,000,000.00	\$ 3,000,000.00	\$ 3,000,000.00	\$ 9,000,000.00
City of Greater Sudbury	Grant	Proposed	\$ 3,000,000.00	\$ 3,000,000.00	\$ 3,000,000.00	\$ 9,000,000.00
Government of Canada	Grant	Proposed	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 3,000,000.00
Ontario Trillium Foundation	Grant	Proposed	\$ 150,000.00		\$ 150,000.00	\$ 300,000.00
		<b>TOTAL</b>	\$ 7,150,000.00	\$ 7,000,000.00	\$ 7,150,000.00	\$ 21,300,000.00
		<b>City contribution as % of total project costs</b> (City Amt. requested/Total Funding)				42.00 %

\*e.g. cash, grant, in-kind

\*\*confirmed, pending approval

Note: Project costs TOTAL must equal project financing TOTAL.

# BUDGET 2016 LARGE PROJECTS PRESENTATION FORM

## 1. CONTACT INFORMATION

Organization Name:

☒ Not-for-profit corporation ☐ Private Sector ☐ Consortium ☐ Other:

Lead Contact Name: Michael Bellmore

Title: Chair, Greater Sudbury Public Library Board

Address:

City:

Postal Code:

Telephone Number:

Alternate Number:

Email Address:

URL Address:

**Proposed Start Date** Indicate the proposed project start date based on project implementation schedule

**Proposed Completion Date** Indicate the proposed project completion date based on project implementation schedule

Within this term of Council

Within this term of Council

**Amount Requested from the City:**

- ☒ One Time Contribution - \$ \$ 15,000,000.00  
☐ Multi Year Contribution - \$  
☐ Ongoing Support - \$  
☐ Other (land, etc.) - \$

**Briefly describe your organization, including: mandate, organizational stability, established track record and capacity for project management**

The Greater Sudbury Public Library Board provides governance for the Greater Sudbury Public Library in accordance with the Public Libraries Act of Ontario. The Board's mandate is to provide a comprehensive and efficient public library service that reflects the unique needs of the community. The Library Board also supports the Greater Sudbury Public Library's mission: to provide open access for all, bringing people, information and ideas together to enrich lives, strengthen community and promote wellbeing through discovery, lifelong learning, and the love of reading.

The Greater Sudbury Public Library has existed in its current form since amalgamation in 2000. Prior to amalgamation the Sudbury Public Library had been in continuous operation since 1912. The Greater Sudbury Public Library Board has a strong track record of success in directing capital projects including the South End Library project completed in 2013.

**Please provide the governance structure of the organization. Include key staff and their roles and a list of board members and their roles**

The Greater Sudbury Public Library Board is constituted of six citizens of Greater Sudbury and two municipal councillors, all of whom being appointed by the Council of the City of Greater Sudbury. Library staff, including the CEO, are accountable to the Library Board. The Greater Sudbury Public Library Board currently consists of the following members: Michael Bellmore (Chair), Councillor Mark Signoretti (Vice Chair), Councillor Lynne Reynolds, Catherine Singbush, Steven Townsend, Cynthia Derrenbacher, Ian Heft, and Christine Beaudry.

Key Library staff involved in this project include: Brian Harding (Manager of Libraries and Heritage Resources / Library CEO), Ron Henderson (GM of Citizen and Leisure Services)

## 2. PROJECT DETAILS

**Project Name:** New Main Library Project

**Project Description:** *Describe the project that is being presented and it's importance to the community*

The Greater Sudbury Public Library Board will be presenting a proposal to build a new Main Library in downtown Sudbury, replacing the existing Main Library on Mackenzie Street and consolidating other City buildings (i.e., the City Archives). A new Main Library will be an active, accessible place for information, reflection and community engagement for all citizens of Greater Sudbury. Acting as a hub, a new Main Library will provide access to critical services and resources in a centralized location while supporting the library system as a whole. A new facility will allow for the Library system's continued growth and innovation, enhancing the Library's ability to meet the needs of its users.

**Project Objectives:** *Specify the project objectives and how the project does and/or will contribute to a "Triple Bottom Line", economic, social and environmental development in the City of Greater Sudbury*

The immediate objective of this project is the establishment of a new Main Library in downtown Sudbury. A new Main Library will enhance GSPL's existing contribution to a "Triple Bottom Line":

- Economic: Public libraries have a demonstrated and measurable economic impact. Research indicates that for ever dollar invested in library services approximately \$5.50 in economic impact is generated. From literacy education to employment support to access to technology, public libraries make significant contributions to developing a skilled and knowledgeable citizens.
- Social: the public library is critical social infrastructure. A truly welcoming place for all citizens, the library provides access to education and entertainment, heritage and technology.
- Environmental: from supporting community gardens to our seed library, the Greater Sudbury Public Library plays a key role in environmental literacy. A New Main Library will enhance our ability to offer programs and resources to support environmental education.

**Market Analysis and Rationale:** *Demonstrate the need or demand for the proposed project*

The current Main Branch of the Greater Sudbury Public Library was designed to support a population of 47,000. Through the process of amalgamation the current population served is approximately 165,000 people, a number projected to grow to 173,000 by 2036. Public space, collection space, and space for staff are all significantly constrained in the existing building. Areas of growing demand including meeting/study spaces, performing spaces, access to technology are also constrained by the design of the existing building. Maintenance costs of the existing building continue to rise as the infrastructure ages with significant repairs anticipated over the next 10 years. Finally, the opportunity to build a new Main Library also provides opportunities to rationalize additional City-owned properties including the City Archives and others, representing a significant cost savings.

**Project Partnerships:** *Identify and list each partner involved in the project and provide the role of each partner*

The new Main Library project is being led by the Greater Sudbury Public Library Board though there are anticipated opportunities for partnership including the provision of market-rate rental space for non-profits and other community partners, commercial opportunities for an on-site coffee shop, and the possibility of colocating gallery space. These partnerships are currently being explored.

### 3. COMMUNITY BENEFITS

Describe the economic impact of the project including job creation and increased employment opportunities, increased visitors to the community and investment attraction.

While the construction of a new building will provide obvious economic opportunities in the construction sector this project will not directly provide any additional employment opportunities within the library itself. That said, there is a direct correlation between investment in public libraries and economic development: research indicates that the Toronto Public Library creates over \$1 billion in total economic impact for the City of Toronto, an analogue that equally applies to Greater Sudbury albeit at a lesser scale. The Greater Sudbury Public Library is increasingly becoming tourism driver through events such as Graphic-Con. Investment in a new Main Library will enhance the capacity of GSPL to increase our economic development contribution.

Describe how the project will enhance civic engagement and build social capital, including building community pride and belonging

The Greater Sudbury Public Library is a major contributor to Greater Sudbury's heritage and cultural identity. A new Main Library will enhance GSPL's ability to acquire, process, and provide access to heritage resources, promoting pride in Greater Sudbury's history and enhancing civic engagement through the understanding of our shared heritage. A new Main Library will also provide greater opportunities for shared cultural engagement through events such as speakers panels, lectures by prominent individuals, etc.

Describe how the project will promote and foster human health and well being

The Greater Sudbury Public Library currently provides access to a wide-range of health and well being resources, from books and online databases to programming run by partner organizations such as the Sudbury and District Health Unit. Promoting health and wellness is major part of our mandate. The new Main Library project includes provisions for facilities such as a community kitchen and community gardens in addition to our existing seed library, all of which are designed to promote food literacy and in turn promote health and wellness. It is also important to note that the public library remains one of the last truly public spaces available year-round, providing safe, welcoming space for all citizens.

Describe how the project contributes to our community's environmental sustainability.

The Greater Sudbury Public Library is actively engaged in promoting environmental awareness and education through the resources and services we provide. A new Main Library provides a compelling opportunity to provide our community with a truly "green" building that provides opportunities for sustainability education. A green building with features including a green roof, grey water recycling systems, passive and active solar heating, etc., would be made accessible to citizens and would serve as a basis for a more comprehensive education program to understand how these systems work and what their environmental impact is.

**4. PROJECT COSTS AND FINANCING**

Have all identified funding partners committed to the project? ☐ Yes ☒ No

**Explain:**

We expect that both the Federal and Provincial government will contribute to this project, we are currently exploring funding opportunities through these partners.

Provide details on how you will obtain your identified contribution:

Is City funding necessary to make your project viable? ☒ Yes ☐ No

**Explain:**

Public Libraries rely on municipal funding both for operations and for capital projects. While other funding sources are being investigated we do anticipate that funding from the City will be necessary.

In addition to funding partners listed in your submission, are there other funding programs that you have applied to/approached? ☒ Yes ☐ No

If yes, who else have you contacted:

The Ministry of Tourism, Culture, and Sport, Ontario Library Service North

If you are a not-for-profit organization, has private sector funding been considered and/or it applicable?

☒ Yes ☐ No

**Explain:**

Private sector sponsorship/patronage has been considered and will be actively pursued as part of our fundraising campaign

Project Cost Category*	Year 1	Year 2	Year 3	Total Funding
Building Costs	\$ 20,000,000.00			\$ 20,000,000.00
				\$ 0.00
				\$ 0.00
				\$ 0.00
				\$ 0.00

\*Under project cost category identify applicable cost categories such as wages, consulting costs, materials, project management, equipment costs, etc.

Project Financing	Funding Status*	Activity Funded**	Year 1	Year 2	Year 3	Total Funding
Lead Organization						\$ 0.00
Federal/Provincial Government	Grant	Tentative	\$ 5,000,000.00			\$ 5,000,000.00
						\$ 0.00
						\$ 0.00
		<b>TOTAL</b>	\$ 5,000,000.00	\$ 0.00	\$ 0.00	\$ 5,000,000.00
		<b>City contribution as % of total project costs</b> (City Amt. requested/Total Funding)				75.00 %

\*e.g. cash, grant, in-kind

\*\*confirmed, pending approval

Note: Project costs TOTAL must equal project financing TOTAL.