

Type of Decision											
Meeting Date		June 23, 2020			Report Date		June 17, 2020				
Decision Requested			Yes	X	No	Priority			High		Low
		Direction Only				Type of Meeting		X	Open		Closed

Report Title
Junction East and Junction West – Background Chronology and Detailed Expenditures to Date

Resolution	Relationship to the Strategic Plan/Health Impact Assessment
For information only	<p>This report is informed by the strategic objectives outlined in the <i>2019-2027 City of Greater Sudbury Strategic Plan</i>, specifically Economic Capacity and Investment Readiness (Page 12).</p> <p>4.4 Invest in Transformative Facilities, Spaces and Infrastructure Initiatives that support economic activity.</p> <p>A. Continue implementation of Council's Large Projects including the Junction, the Kingsway Entertainment District and Place des Arts.</p>
Resolution Continued	Background Attached

Report Summary

As requested at the City Council meeting of June 9, 2020, this report provides a history and chronology of the development of two of the City of Greater Sudbury's "Large Projects," the Library/Art Gallery and the Synergy Centre, since their adoption as priorities of Council in April 2016.

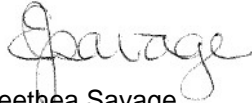
Now known as Junction East and Junction West, these two projects have evolved in terms of scope, location and understanding. The report will summarize the key developments in the history of the projects and detail the expenditures made in support of the process.

The report also provides a summary of the projects' current status as well as a look ahead to next steps.

Financial Implications

There are no direct financial implications resulting from this information report.

Report Prepared By



Eleethea Savage
Manager of Special Projects

Division Review



Ian Wood
Executive Director of Strategic Initiatives,
Communications and Citizen Services

Recommended by the Department



Ian Wood
Executive Director of Strategic Initiatives,
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Financial Implications



Ed Stankiewicz
Executive Director of Finance, Assets and Fleet

Recommended by the C.A.O.



Ed Archer
Chief Administrative Officer

BACKGROUND

The projects now known as Junction East and Junction West were selected by City Council in April 2016 as three of five priority large projects for Greater Sudbury. Council directed that the proposal for a new Main Branch of the Greater Sudbury Public Library and the proposal to develop a new Art Gallery of Sudbury be merged into one project, if deemed feasible. Since that time, and as detailed in the following chronology, the projects have each progressed through the development of a business plan, conceptual design and financial plan. The steps along the way have been dynamic, reflecting community interests of the day and responding to opportunities and challenges as they arose.

A site selection process brought both projects onto the same preferred site and an integrated site design showed how each could be built within a single complementary development. Based on a desire to see these projects develop without delay, and because some of the land planned for these projects is currently in use for the Sudbury Arena, Council directed that a new preferred site, Shaughnessy East, be selected as the location for Junction East. For Junction West, additional work has been undertaken to determine private sector interest in the project and surrounding area. Also, subject to some ongoing due diligence, staff are evaluating an unsolicited proposal to integrate a World Trade Center concept into the project.

ANALYSIS

PROJECT MILESTONES

To date, both Junction East and Junction West have progressed from the concepts originally presented to Council in the fourth quarter of 2015. When Council selected these projects in April 2016, they were ideas that needed to be defined, agreed by the community and funded according to a financing plan that fit within the municipality's array of service and financial commitments. Now, there are details available to provide interested stakeholders with more substantial information about how both projects will look and perform when they are complete.

While a complete list of reports and communications with City Council is provided in **Appendix A**, a list of key decisions taken since the second quarter of 2016 is included here for your reference. As has been made clear during Council updates, it is staff's intention always to ensure that Council is aware and consulted on all pending decisions or recommendations prior to action being taken.

2016	
Apr. 26, 2016 CC2016-149	Council endorses the following projects as presented at the Public Input Session on November 27, 2015 and directs staff to take the next steps in implementation for each project. <ul style="list-style-type: none">-Art Gallery of Sudbury/Library-Event Centre-Place des Art-Synergy Centre https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=944
July 12, 2016	Library Art Gallery

Large Project Update	<ul style="list-style-type: none"> - Agreement to establish the Library/Art Gallery Working Group with the objective to advance the project as quickly as possible to determine if alignment of vision exists between the two projects - A terms of reference has been developed to outline mandate and objectives the next steps include: securing Council's commitment to provide funding for a project management consultant, Develop, issue and award consultant RFP and then work with the project manager and staff to complete the various components to advance the project <p>Synergy Centre</p> <ul style="list-style-type: none"> - Staff and members of the GSDC Board are actively engaged with the projects proponents to assess and review current information and to establish a process to move the project forward on an accelerated timetable. <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=949&itemid=11754</p>
CC2016-258	Council approves \$100,000 to secure a consultant to assist with the development of a Joint Art Gallery and Public Library Main Branch
2017	
June 28, 2017 Special Council Meeting	<p>Council received detailed presentations for both the Library Art Gallery and the Synergy Centre</p> <p>Verbal direction provided to staff to examine ways to accelerate the proposed time line to achieve the deliverables outlined in the presentations/report</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1210</p>
CC2017-188	Council approves the Synergy Centre Project concept for the development of a multi-purpose conference and performing arts venue with a gross floor area of 60,500 square feet. Council also directs staff to undertake a site selection process, including the potential for shared site development with the Library Art Gallery. Further, Council direct staff to proceed with the finalization of a detailed business plan, operational model, conceptual design and financial plan for the proposed centre.
CC2017-189	Council approves the Art Gallery of Sudbury/Greater Sudbury Public Library Project concept for co-location of a new Library Art Gallery. Council also directs staff to working the Art Gallery and Public Library Working Group to undertake a site evaluation and selection process. Further, Council also directs staff to secure Lord Cultural Resources to finalize a detailed business plan, operational model and financial plan for the proposed project.
Sept. 12, 2017 Large Project Update	<p>Dedicated staff resources have been allocated to the project</p> <p>Staff is working with the respective groups and consults to firm up timelines and deliverables to develop critical path.</p>

	<p>Staff recommendation to single source consultant services to take advantage of the knowledge acquired by third parties in previous phases of the projects</p> <p>Staff outlined the Site Selection criteria</p> <p>Staff recommends delegated authority to the Project Sponsor, Director of Economic Development</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1133&itemid=13767</p>
CC2017-271	Council approves the site selection criteria for the purpose of evaluation and recommendation of a preferred site(s) for the Library Art Gallery and the Synergy Centre projects.
CC2017-272	Council authorizes the Director of Economic Development to enter into a single-source agreement with CBRE Limited for the development of a business plan, operation model, conceptual design and financial plan for the Synergy Centre Project.
CC2017-273	Delegated authority to Director of Economic Development
2018	
<p>Jan. 9, 2018</p> <p>Site Selection Information Report</p>	<p>Based on the direction provided by Council in November 2017 the report provides additional information regarding the site selection process and rationale, specifically related to the Library Art Gallery</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1233&itemid=14368</p>
CC2018-10	Council selects 240 Elgin Street (Sudbury Community Arena site), as the preferred site to construct both the Greater Sudbury Convention and Performance Centre and the Library Art Gallery.
<p>July 10, 2018</p> <p>Large Project Update</p>	<p>Comprehensive update provide to Council on the Library Art Gallery and the Convention Performance Centre Projects</p> <p>As directed by Council in resolutions CC2017-188 & 189 the report provides a detailed business plan, operational model, financial plan and conceptual designs for both projects and makes recommendations for next steps to continue the implementation of these projects, including the allocation of additional financial resources for this work</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1244&itemid=15295</p>
CC2018-183	Council approves the business plans for the Greater Sudbury Convention Centre and Library Art Gallery.
CC2018-184	Council directs staff to finalize plans to establish Municipal Services Corporation as the recommended governance model for the Library Art Gallery and conference centre facilities.

CC2018-185	Council endorses the Integrated Site Design for the Junction Project as the basis for the development of a final Conceptual Design and directs staff to move forward with a refinement of the design and capital cost estimates.
CC2018-186	Council directs staff to prepare a Business Case for the capital financing for The Junction, including both the Library Art Gallery and Convention Performance Centre for consideration in the 2019 budget process.
CC2018-187	Council authorizes an additional allocation of \$175,000 to advance the work associated with The Junction project.
2019	
Jan. 15, 2019 CC2019-04	<p>M-4 Private Sector Investment for the Junction As presented by Councillors Cormier and McIntosh</p> <p>Council directs staff to explore the potential to attract private sector participation into The Junction projects including, but not limited to residential, hotel and commercial developments that complements and supports the functional programs approved by the City of Greater Sudbury for the Library/Art Gallery and the Convention Performance Centre.</p>
Feb. 19, 2019 FA2019-05	<p>M-3 Alternate Site for Library/Art Gallery Project As presented by Councillor Cormier</p> <p>Council directs staff to investigate alternative sites for the Library Art Gallery project within the Downtown South District that would facilitate a project start in 2020.</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1400#agendaitem16403</p>
Feb. 21, 2019 CC2019-15	<p>Council approves the overall 2019 budget for the City of Greater Sudbury, including the business case for the Junction (Library Art Gallery and Convention Performance Centre). The project has been estimated at \$112 million and it is anticipated that 40% of this can be realized through Senior levels of government.</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1416</p>
May 28, 2019 Large Project Update	<p>Private Sector Investment</p> <ul style="list-style-type: none"> - Consultant services secured (RSM Canada) to evaluate potential opportunities to assist - Considering and EOI to attract private sector partnerships - This work will inform efforts to attract hotel partner for the Convention Performance centre <p>Alternate Site</p> <ul style="list-style-type: none"> - Two sites identified: Shaughnessy East and Minto East - Test fit exercise confirmed the LAG program fits on the existing CGS

	<p>owned property-Shaughnessy East</p> <ul style="list-style-type: none"> - Opportunities to work with Sudbury Theatre Centre and Sudbury Multicultural and Folk Arts Association <p>Next Steps</p> <ul style="list-style-type: none"> - Prepare Design-Build RFP - Continue discussions with STC and SMFAA - Complete Geotechnical work in the South District <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1323&itemid=16837</p>
CC2019-169	Council amends the portion of Resolution CC2018-10 that pertains to the Library Art Gallery and selects the Shaughnessy East site as the preferred location for the Library Art Gallery project.
<p>June 11, 2019</p> <p>CC2019-192</p>	<p>M-2 Expression of Interest for Parking Structures As presented by Councillor Cormier</p> <p>Staff direction was provided to issue an Expression of Interest for a parking structure(s) on suitable location in the core area of downtown that would allow for an increase in parking supply of at least 200 spaces. As a result of several large projects proceeding in the Downtown, namely the Place des Arts and the Junction, which are anticipated to reduce the overall parking supply by at least 200 parking spaces. Furthermore, this resolution indicates that because Council has approved the alternate site for the Library Art Gallery that may further reduce parking supply, especially in the South District of the downtown and realizing that there are few suitable properties to increase parking supply within a reasonable walkable radius to these large projects. It was decided that the City prepare and issue an expression of interest for parking structure(s) on suitable locations in the core area of downtown that would allow for an increase in parking supply of at least 200 spaces.</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1324#agendaitem17077</p>
<p>Oct. 8, 2019</p> <p>Request for Decision – Investing in Canada Infrastructure Program</p>	<p>The federal and provincial governments have recently announced an intake for the Community, Culture and Recreation Stream of the Investing in Canada Infrastructure Program.</p> <p>A summary of the program as well as a recommendation for four projects which fit well within the program guidelines and which can be completed within the program's requirements. With Council's approval, formal applications will be made to the program prior to the deadline of November 12, 2019.</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1330&itemid=17602</p>
CC2019-300	Council approves the submission of the Library Art Gallery application to the Multi-Purpose Category of the Community, Culture and Recreation Stream of the

	Investing in Canada Infrastructure Program.
2020	
Feb. 11, 2020 Finance and Administration	The World Trade Centre Group, invited by Chair Jakubo to present Council with the opportunity to establish a World Trade Centre location in Greater Sudbury.
FA2020-06	As part of the development of the Junction West project, Council directs staff to undertake additional due diligence regarding the World Trade Centre Greater Sudbury proposal to: understand the role of municipal government and prepare a concept development and local market analysis. (February 11, 2020).

CURRENT STATUS – JUNCTION EAST

The Junction East project continues to advance despite some delays resulting from staff requirements to participate in the CGS response to COVID-19. In response to the RFP to select a consultant for Architectural and Engineering Services, thirteen outstanding submissions were received. An Evaluation Team, composed of Large Project Staff and representatives of the Library and Art Gallery, is in the final stages of reviewing these complex and detailed submissions. Over the past few months, Junction East has received priority in an effort to maintain the momentum associated with the issuance of the Design RFP. Despite this, some delays to the overall project time lines, in particular, those related to the community engagement, have emerged.

As has been shared with Council, the selection of the new preferred site of the Library Art Gallery resulted in potential new partners and synergies that would further enhance this transformative project. Staff continue to work the Sudbury Theatre Centre and the Sudbury Multicultural Associations to formalize these new partnerships. Based on these positive discussions, staff is proceeding with the assumption that the STC and SMFAA buildings will be acquired by the City and both organizations will likely find a new home within Junction East.

To integrate these additional partners there is a need for additional space and other considerations, including acquisition and demolition/renovation that will need to be incorporated into the design and execution of the project.

From a project finance perspective, staff continue work on federal and provincial funding applications to reduce the municipal contribution required to realize the Junction East project. In collaboration with Ministry staff, efforts are underway to finalize the Stage Two funding application for NOHFC. Council approved an application to the Investing in Canada Infrastructure Program (ICIP) in November and we await the results of the federal-provincial decision-making process for this file. Because of program guidelines and rules against stacking of federal dollars under ICIP, staff have withdrawn the FedNor application for the time being. As the building design and operations become clearer, another application will be submitted for expenses that are eligible under the Fednor program. Similarly, other programs like Cultural Spaces Canada, require details that will be defined in the next phase of the project's development.

New Features Introduced By Potential Project Scope Changes

At the City Council meeting of June 11, 2019, Councillor Cormier presented Members Motion M-2, (CC2019-192), Expression of Interest for Parking Structures, which subsequently passed. This motion directed staff to issue an Expression of Interest for a parking structure(s) on suitable location in the core area of downtown that would allow for an increase in parking supply of at least 200 spaces. This impetus for this motion was the fact that several large projects are proceeding in the Downtown, namely the Place des Arts and the Junction, which were anticipated to reduce the overall parking supply by at least 200 parking spaces. Furthermore, this resolution indicated that because Council has approved the alternate site for the Library Art Gallery that may further reduce parking supply, especially in the South District of the downtown. In addition, it noted that there are few suitable properties to increase parking supply within a reasonable walkable radius to these large projects.

As described in the Alternate Site report of May 28, 2019, a parking solution as part of the Junction East project becomes important when the new building will be constructed over an existing municipal surface parking lot of 110 spaces and, potentially, a private lot containing an additional 30 spaces. Staff updates have previously described the intention to explore an option to develop a layer of underground parking integrated into the building. Using industry estimates of \$50,000 to \$60,000 per space, replacing the lost spaces could cost \$7.0 to \$8.4 million. Alternatively, the replacement spaces could be constructed in a surface structure, located on municipal property, for approximately \$35,000 each, resulting in a rough estimate of \$4.9 million.

While it has been clear that bringing additional partners into the Junction East project is not without cost, staff have not previously provided cost estimates. The next phase of the project will define the project design and cost all components.

The information presented here about potential project scope changes should help maintain alignment between discussions about the project's expected outcomes and its projected costs. Staff have used the same numbers that were identified in the business plans for each of the components to develop a preliminary estimate of additional costs. Changes in total cost, which remains subject to Council review and approval, reflect changes in project scope.

The Library/Art Gallery Business Plan identifies an average cost of \$502 per square foot to construct the new building. Based on analysis of existing space at the Sudbury Multi-Cultural Centre and the opportunity to tie the new building into a portion of the Sudbury Theatre Centre, there is a need to construct or renovate 5,000 to 6,000 square feet for a total estimated cost of \$2.5 to \$3.0 million.

Costs for property acquisitions are not detailed in this report as negotiations continue and the discussions and associated values are confidential.

Staff would like to reiterate with Council that no key decisions related to Junction East or Junction West have been made without first consulting with Council, evident by the details provided in Appendix A. This approach can be seen through the life of the Junction projects and Council can expect to continue seeing this approach moving forward.

CURRENT STATUS – JUNCTION WEST

As described to Council in 2018, when a single site was selected, that while these projects were moving in parallel under the “umbrella” of the Junction, they remained two separate projects. Because of a number of factors, including additional investigation efforts and a potential concern with simultaneous construction, Junction West has not advanced at the same rate as Junction East.

Currently, at the direction of Council, staff is working with CBRE and the World Trade Centre proponents to understand the potential opportunity to enhance the Junction West project. In addition, the work is looking at how WTC organizations work with other municipalities and projects. Given the future uncertainty resulting from COVID-19, particularly on the hospitality industry, it is a challenging time to assess the local market and support for the concept. Stakeholder consultations have gone forward, however, and a Council report is anticipated in August or September 2020 to share the results of this work. Federal and Provincial funding applications for Junction West have been put on hold pending a finalization of the concept

EXPENSES TO DATE

A detailed report describing Junction expenses since 2016 is provided in Appendix B.

CHRONOLOGY OF THE JUNCTION AND DECISIONS OF COUNCIL

The following is a complete list of reports and communication with Council including key decision taken since the second quarter of 2016; these have been highlight in “Green” for your reference.

2015	
Nov. 27, 2015 Public Meeting	Council invited the community to present transformative projects that were deemed to be “shovel ready”
2016	
Apr. 26, 2016 CC2016-149	<p>Council endorses the following projects as presented at the Public Input Session on November 27, 2015 and directs staff to take the next steps in implementation for each project.</p> <ul style="list-style-type: none"> -Art Gallery of Sudbury/Library -Event Centre -Place des Art -Synergy Centre <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=944</p>
July 12, 2016 Large Project Update	<p>Library Art Gallery</p> <ul style="list-style-type: none"> - Agreement to establish the Library/Art Gallery Working Group with the objective to advance the project as quickly as possible to determine if alignment of vision exists between the two projects - A terms of reference has been developed to outline mandate and objectives the next steps include: securing Council’s commitment to provide funding for a project management consultant, Develop, issue and award consultant RFP and then work with the project manager and staff to complete the various components to advance the project <p>Synergy Centre</p> <ul style="list-style-type: none"> - Staff and members of the GSDC Board are actively engaged with the projects proponents to assess and review current information and to establish a process to move the project forward on an accelerated timetable. <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=949&itemid=11754</p>
CC2016-258	Council approves \$100,000 to secure a consultant to assist with the development of a Joint Art Gallery and Public Library Main Branch
Dec. 13, 2016 Large Project Update	<p>An internal Steering Committee made up of senior staff has been established to ensure Council has sufficient, appropriate information to make decisions regarding scope, governance and procurement options</p> <p>Synergy Conference Centre</p> <ul style="list-style-type: none"> - Continue to work with internal and external experts to assess the completeness of current information - Need to establish terms of reference to fill in data gaps on scope, environmental scan, governance and procurement for the project - Determine most efficient and cost effective approach to obtain additional information <p>Art Gallery of Sudbury/Public Main Branch</p> <ul style="list-style-type: none"> - Immediate priority of the Working Group is to advance the project as quickly as possible - RFP for Project Manager to support and facilitate the process has been issued

	and evaluated resulting in Lord Cultural Resources being hired https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1034&itemid=12449
2017	
Apr. 11, 2017 Large Project Update	<p>Library Art Gallery</p> <ul style="list-style-type: none"> - Phase I of new Library / Art Gallery is underway - Lord Cultural Resources are working with the Joint Committee and staff from both organizations - Consultants are now developing a business case for the project - This report will include capital cos estimates, attendance, revenue and expense projections, functional plan and literature review - The Library and Gallery have establish a strong working relationship through this process and both are confident regarding the feasibility of this joint venture <p>Synergy Convention Centre</p> <ul style="list-style-type: none"> - A renewed Synergy Project Committee has met and confirmed the project essential as presented to Council in November 2015: located in the downtown, major revitalization anchor in the city's core, size and scale of the project will strategically fill a known gap and a multiuse facility design to provide 1000 seats for performing arts and seating for 1000 for banquets with breakout space - January 2017 Synergy Project declared a priority for GSDC - GSDC committee dollars to the project and a portion is being used to procure CBRE to review existing reports, test the assumptions used in the project planning to date and recommend next steps to bring the project to decision point <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1125&itemid=13017</p>
May 30, 2017 Large Project Update	<p>The report indicates that Council will dedicate two meetings in late June 2017 to receive detailed updates on all four of their identified Large Projects to allow sufficient time to consider the significant scope and implications of these projects.</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1128&itemid=13308</p>
June 28, 2017 Special Council Meeting	<p>Council received detailed presentations for both the Library Art Gallery and the Synergy Centre</p> <p>Verbal direction provided to staff to examine ways to accelerate the proposed time line to achieve the deliverables outlined in the presentations/report</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1210</p>
CC2017-188	Council approves the Synergy Centre Project concept for the development of a multi-purpose conference and performing arts venue with a gross floor area of 60,500 square feet. Council also directs staff to undertake a site selection process, including the potential for shared site development with the Library Art Gallery. Further, Council direct staff to proceed with the finalization of a detailed business plan, operational model, conceptual design and financial plan for the proposed centre.
CC2017-189	Council approves the Art Gallery of Sudbury/Greater Sudbury Public Library Project concept for co-location of a new Library Art Gallery. Council also directs staff to working the Art Gallery and Public Library Working Group to undertake a site evaluation and selection process. Further, Council also directs staff to secure Lord Cultural Resources to finalize a detailed business plan, operational model and financial plan for the proposed project.

Sept. 12, 2017 Large Project Update	<p>Dedicated staff resources have been allocated to the project</p> <p>Staff is working with the respective groups and consults to firm up timelines and deliverables to develop critical path.</p> <p>Staff recommendation to single source consultant services to take advantage of the knowledge acquired by third parties in previous phases of the projects</p> <p>Staff outlined the Site Selection criteria</p> <p>Staff recommends delegated authority to the Project Sponsor, Director of Economic Development</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1133&itemid=13767</p>
CC2017-271	Council approves the site selection criteria for the purpose of evaluation and recommendation of a preferred site(s) for the Library Art Gallery and the Synergy Centre projects.
CC2017-272	Council authorizes the Director of Economic Development to enter into a single-source agreement with CBRE Limited for the development of a business plan, operation model, conceptual design and financial plan for the Synergy Centre Project.
CC2017-273	Delegated authority to Director of Economic Development
Oct. 17, 2017 State of Downtown Parking Report	<p>Council received a report on the state of parking in the downtown core, as well as some perspective on the effect certain initiatives will have on the current parking environment.</p> <p>A number of large initiatives being undertaken will have a direct impact on the supply of parking in the downtown core...Place des Arts, Library Art Gallery and Synergy Centre</p> <p>Downtown intensification such as that caused by large development projects need to be supported by transportation infrastructure including parking</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1135&itemid=13486</p>
Nov. 22, 2017 LAG and GSCPC Update	<p>Based on the direction and authority provided by Council in September this report presents an update of the work to implement GSCPC and LAG projects including a site evaluation and process</p> <p>And, recommends that Council approve the existing Sudbury Community Arena site as the development site for both the GSCPC and LAG (DEFERRED-Request for additional information)</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1137#agendaitem14001</p>
2018	
Jan. 9, 2018 Site Selection Information Report	<p>Based on the direction provided by Council in November 2017 the report provides additional information regarding the site selection process and rationale, specifically related to the Library Art Gallery</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1233&itemid=14368</p>

CC2018-10	Council selects 240 Elgin Street (Sudbury Community Arena site), as the preferred site to construct both the Greater Sudbury Convention and Performance Centre and the Library Art Gallery.
Apr. 10, 2018 LAG / GSCPC Update	<p>March 2, 2018 RFP issued to secure consultant service for integrated site design</p> <p>Community engagement plan shared for the integrated site design including all marketing materials</p> <p>Joint LAG/GSCPC Communication group established to ensure that projects are not perceived as competing, similar messaging and better work together – The Junction</p> <p>Junction wordmark shared (French and English applications)</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1239#agendaitem14917</p>
May 8, 2018 Large Project Update	<p>Community engagement took place during the month of April with online feedback tool remaining available until May 11, 2018.</p> <p>Results of this engagement work was shared</p> <p>Integrated site design session scheduled for May 15, 2018. This workshop is to be facilitated by Centreline Design Architectural Studio and Cumulus Architects</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1241</p>
May 29, 2018 Large Project Update	<p>Staff reported on site visit in British Columbia to view the Gala Systems automated seating system that has the capacity to transform the space from a multi-tiered theatrical and concert space to a flat floor exhibition plenary space</p> <p>Staff performed telephone key informant interviews to gain insights from similar projects across the country</p> <p>Consultants continue to compiling the result of the Integrated site design work</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1242#agendaitem15137</p>
June 12, 2018 Large Project Update	<p>Through an Open House format, Integrated Site Design workshop participants were invited to provide feedback on design options</p> <p>Feedback will be sought from the Executive Leadership Team and technical review is planned with expertise from across the organization to refine the designs</p> <p>Work continues on the finalizing the business plans for both projects</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1282#agendaitem15150</p>
June 26, 2018 Large Project Update	<p>PM attended Crime Prevention Through Environmental Design training</p> <p>Staff are finalizing an integrated Communication Plan for The Junction</p> <p>Update to Council on July 10 expected include recommendations for site design as well as business plans, governance models and financial plans</p>

	https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1282#agendaitem15150
July 10, 2018 Large Project Update	<p>Comprehensive update provide to Council on the Library Art Gallery and the Convention Performance Centre Projects</p> <p>As directed by Council in resolutions CC2017-188 & 189 the report provides a detailed business plan, operational model, financial plan and conceptual designs for both projects and makes recommendations for next steps to continue the implementation of these projects, including the allocation of additional financial resources for this work</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1244&itemid=15295</p>
CC2018-183	Council approves the business plans for the Greater Sudbury Convention Centre and Library Art Gallery.
CC2018-184	Council directs staff to finalize plans to establish Municipal Services Corporation as the recommended governance model for the Library Art Gallery and conference centre facilities.
CC2018-185	Council endorses the Integrated Site Design for the Junction Project as the basis for the development of a final Conceptual Design and directs staff to move forward with a refinement of the design and capital cost estimates.
CC2018-186	Council directs staff to prepare a Business Case for the capital financing for The Junction, including both the Library Art Gallery and Convention Performance Centre for consideration in the 2019 budget process.
CC2018-187	Council authorizes an additional allocation of \$175,000 to advance the work associated with The Junction project.
Aug. 14, 2018 Large Project Update	<p>Staff are implementing the process steps as outlined in the July 10, 2018 Council meeting</p> <p>Although LAG and GSCPC are advancing in parallel, staff are ensuring that either could proceed independently should circumstances dictate</p> <p>Communication plan has been developed which will provide additional information on how these project will benefit the City</p> <p>Meetings with funding agencies and government representatives are ongoing as staff develop the business case for Council's consideration in 2019 budget process</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1245#agendaitem15141</p>
Sept. 11, 2018 Large Project Update	<p>Staff have submitted Phase I funding application to FedNor and continue to explore the potential for funding from senior levels of government</p> <p>Online engagement for public input into the integrated site design closed August 31 and staff are compiling the results</p> <p>Large Projects pages on the CGS website continue to be updated with the latest information</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1246#agendaitem15142</p>

Sept. 25, 2018 Large Project Update	<p>EDAC selected The Junction as the winner of the 2019 MIPIM Award for outstanding real estate investment opportunity.</p> <p>Working with internal team to identify parking needs and impacts to ensure complete assessment as part of the project</p> <p>Continue to develop the business case and financial plan including assessment of potential support from provincial and federal governments</p> <p>Staff working to develop RFP for the architectural services for the projects</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1247#agendaitem15143</p>
Nov. 20, 2018 Large Project Update	<p>Staff working on funding applications to be submitted by the end of the year</p> <p>Work has begun to establish a Municipal Services Corporation, the governance model that will oversee The Junction</p> <p>Comprehensive project update to be provided to Council at February 12 meeting of Council</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1249#agendaitem15145</p>
Dec. 11, 2018 Large Project Update	<p>The Junction is proceeding as a unified project maintaining the option to phase or split</p> <p>Terms for the Working Groups for both the LAG and GSCPC ended on November 30, 2018</p> <p>A new approach to governance, more focused on project implementation than advocacy will be launched in January</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1250#agendaitem15146</p>
2019	
Jan. 15, 2019 Large Project Update	<p>Anticipate holding the first meeting of the Collaboration Working Group by March 1st</p> <p>Attraction for a private sector hotel partner is underway</p> <p>Funding applications as identified in the 2019 Business Case have been submitted where possible and staff continue to engage in a dialogue with funding agencies</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1303#agendaitem15933</p>
Jan. 15, 2019 CC2019-04	<p>M-4 Private Sector Investment for the Junction As presented by Councillors Cormier and McIntosh</p> <p>Council directs staff to explore the potential to attract private sector participation into The Junction projects including, but not limited to residential, hotel and commercial developments that complements and supports the functional programs approved by the City of Greater Sudbury for the Library/Art Gallery and the Convention Performance Centre.</p>

Jan. 29, 2019 Large Project Update	<p>With a Terms of Reference now complete, we have begun recruitment for The Junction Collaboration Working Group</p> <p>Staff has initiated work associated with delivering on Council's resolution to explore the potential to attract private sector participation into The Junction projects.</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1304#agendaitem15959</p>
Feb. 12, 2019 Large Project Update	<p>Established The Junction Collaboration Working Group</p> <p>Private sector attraction work underway</p> <p>Funding application submitted where possible (Stage 1-NOHFC/Fed Nor)</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1312#agendaitem15958</p>
Feb. 19, 2019 FA2019-05	<p>M-3 Alternate Site for Library/Art Gallery Project As presented by Councillor Cormier</p> <p>Council directs staff to investigate alternative sites for the Library Art Gallery project within the Downtown South District that would facilitate a project start in 2020.</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1400#agendaitem16403</p>
Feb. 21, 2019 CC2019-15	<p>Council approves the overall 2019 budget for the City of Greater Sudbury, including the business case for the Junction (Library Art Gallery and Convention Performance Centre. The project has been estimated at \$112 million and it is anticipated that 40% of this can be realized through Senior levels of government.</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1416</p>
Mar. 19, 2019 Large Project Update	<p>Staff continue to explore options for private sector participation</p> <p>Work has begun exploring alternate sites in the downtown south district</p> <p>Staff attended the Marché International des Professionnels d'Immobilier (MIPIM) conference; which was an opportunity to showcase The Junction on the global stage.</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1315#agendaitem15956</p>
May 28, 2019 Large Project Update	<p>Private Sector Investment</p> <ul style="list-style-type: none"> - Consultant services secured (RSM Canada) to evaluate potential opportunities to assist - Considering and EOI to attract private sector partnerships - This work will inform efforts to attract hotel partner for the Convention Performance centre <p>Alternate Site</p> <ul style="list-style-type: none"> - Two sites identified: Shaughnessy East and Minto East - Test fit exercise confirmed the LAG program fits on the existing CGS owned property-Shaughnessy East - Opportunities to work with Sudbury Theatre Centre and Sudbury Multicultural and Folk Arts Association <p>Next Steps</p> <ul style="list-style-type: none"> - Prepare Design-Build RFP - Continue discussions with STC and SMFAA

	<p>- Complete Geotechnical work in the South District</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1323&itemid=16837</p>
CC2019-169	Council amends the portion of Resolution CC2018-10 that pertains to the Library Art Gallery and selects the Shaughnessy East site as the preferred location for the Library Art Gallery project.
<p>June 11, 2019</p> <p>CC2019-192</p>	<p>M-2 Expression of Interest for Parking Structures As presented by Councillor Cormier</p> <p>Staff direction was provided to issue an Expression of Interest for a parking structure(s) on suitable location in the core area of downtown that would allow for an increase in parking supply of at least 200 spaces. As a result of several large projects proceeding in the Downtown, namely the Place des Arts and the Junction, which are anticipated to reduce the overall parking supply by at least 200 parking spaces. Furthermore, this resolution indicates that because Council has approved the alternate site for the Library Art Gallery that may further reduce parking supply, especially in the South District of the downtown and realizing that there are few suitable properties to increase parking supply within a reasonable walkable radius to these large projects. It was decided that the City prepare and issue an expression of interest for parking structure(s) on suitable locations in the core area of downtown that would allow for an increase in parking supply of at least 200 spaces.</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1324#agendaitem17077</p>
<p>Sept. 10, 2019</p> <p>Large Projects Update</p>	<p>The Junction</p> <ul style="list-style-type: none"> - Using a Design-Bid-Build approach to ensure an innovative design worthy of civic landmark - Design RFP for LAG to be issued early October and the GSCPC in mid-December - Active discussions with STC and SMFAA - Geotechnical assessment completed for four sites in the South District - Results of geotechnical provide confidence to continue pursuing an underground parking solution with LAG - NOHFC has approved both the LAG and GSCPC project applications to proceed to stage two - Additional funding application under development – report on ICIP funding coming October 8 - RSM Canada finalizing the results of the market engagement analysis for potential private sector participation in the South District <p>Downtown Parking</p> <ul style="list-style-type: none"> - Request for EOI to assess the level and type of private sector interest in developing downtown parking solution closed on August 30, 2019 - Received 5 submissions of interest - Next step is to review the submissions and enter into more detailed discussions where there is alignment with the intent of the EOI <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1328#agendaitem16941</p>

<p>Oct. 8, 2019</p> <p>Request for Decision – Investing in Canada Infrastructure Program</p>	<p>The federal and provincial governments have recently announced an intake for the Community, Culture and Recreation Stream of the Investing in Canada Infrastructure Program.</p> <p>A summary of the program as well as a recommendation for four projects which fit well within the program guidelines and which can be completed within the program's requirements. With Council's approval, formal applications will be made to the program prior to the deadline of November 12, 2019.</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1330&itemid=17602</p>
<p>CC2019-300</p>	<p>Council approves the submission of the Library Art Gallery application to the Multi-Purpose Category of the Community, Culture and Recreation Stream of the Investing in Canada Infrastructure Program.</p>
<p>Oct. 29, 2019</p> <p>Large Project Update</p>	<p>Revised approach to alternate between Event Centre and Junction/Place des Arts</p> <p>Event Centre Update</p> <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1331#agendaitem17715</p>
<p>Nov. 12, 2019</p> <p>Large Project Update</p>	<p><u>Junction East</u></p> <p>Design RFP</p> <ul style="list-style-type: none"> - Carefully reviewed given the size and importance of the project - Reflects community and potential additional partners - Revised to reflect recent legislation - Issued by November 14 – Closes January 10, 2020 - Already attracting significant interest <p>Community Engagement</p> <ul style="list-style-type: none"> - Draft plan developed for public input into final design and to be coordinated with the architecture team <p>Prospective Partners</p> <ul style="list-style-type: none"> - Positive discussion continue with STC and SMFAA - Representatives have been invited to the project planning tables <p>Funding Applications</p> <ul style="list-style-type: none"> - ICIP application submitted, staff assisted Leisure Services with support from KPMG to prepare the submissions - Economic Impact Assessment of new library undertaken to enhance NOHFC eligibility with McSweeney & Associates completing this work <p><u>Junction West</u></p> <ul style="list-style-type: none"> - Design RFP on hold until Q3 2020 with additional time required to consider approach, best orientation to new site for Junction East, best approach to private sector attraction, parking and concerns related to simultaneous construction - Review results from private sector market sounding, highlights include: interest strong amongst potential partners, desire to see City “incentive package”, concerns regarding parking invention and interest in independent hotel development <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1332#agendaitem16942</p>

2020	
Feb. 11, 2020 Finance and Administration	The World Trade Centre Group, invited by Chair Jakubo to present Council with the opportunity to establish a World Trade Centre location in Greater Sudbury.
FA2020-06	As part of the development of the Junction West project, Council directs staff to undertake additional due diligence regarding the World Trade Centre Greater Sudbury proposal to: understand the role of municipal government and prepare a concept development and local market analysis. (February 11, 2020).
Mar. 24, 2020 Large Project Update - DEFERRED	March 24, 2020 Update presentation was not made because matter was deferred
June 9, 2020 Large Project Update	<p><u>Junction East</u></p> <p>Evaluations of Design and Engineering RFP Proposals continues</p> <ul style="list-style-type: none"> - Staff availability and COVID-19 caused significant delays - 13 outstanding proposals received - Complex and detailed proposals - Evaluation Team in the final stages of reviewing submissions - Will take time required to get this right - Look forward to announcement and launch of public consultation this summer <p>Prospective Partners and Property</p> <ul style="list-style-type: none"> - Staff continue to work with STC and SMFAA - Additional space and other considerations to be incorporated in design work - Approximately 5,000 square feet of additional new or renovated <p>Parking</p> <ul style="list-style-type: none"> - Parking development to be included in project and coordinated with CGS effort - Underground and surface structure options will be explored <p>Cost Implications of Project Changes</p> <ul style="list-style-type: none"> - Additional partners means cost for expanded space but also synergies - Property acquisition and demolition - Inclusion of parking solution - Rough estimate \$8-12 million - Will be detailed as part of conceptual design <p><u>Junction West</u></p> <p>World Trade Centre Proposal</p> <ul style="list-style-type: none"> - Economic Development leading the work to better understand the municipal role and the potential for Junction West - WTC proponents engaged in process - CBRE engaged in complete analysis including 30 stakeholder interviews and 6 other WTC models analysed - Challenging time to assess local support for concept given future uncertainty - Council report anticipated in Q3 2020

THE JUNCTION DETAILED EXPENDITURES

CAPITAL EXPENSES							
Description	Purpose	2016	2017	2018	2019	2020	Total
Lord Cultural Resources	LAG Feasibility and Business Plan	\$ 20,043.23	\$ 73,791.57	\$ 21,123.15			\$ 114,957.95
Yellowega Belanger	Site selection test fit		\$ 28,492.86				\$ 28,492.86
CBRE	GSCPC Feasibility and Business Plan		\$ 106,522.80				\$ 106,522.80
Centreline Design	Site selection test fit		\$ 10,684.82				\$ 10,684.82
Altus Group	Order of Magnitude estimates associated with Sudbury Community Arena		\$ 5,088.01				\$ 5,088.01
Nine29 Design	Community Engagement Integrated Site Design			\$ 10,765.97			\$ 10,765.97
Centreline Design	Integrated Site Design			\$ 174,503.48			\$ 174,503.48
Centreline Design	Alternate Site Blocking/Test fit				\$ 19,578.66		\$ 19,578.66
TerraProbe	Geotech-soils study-South District				\$ 84,812.06		\$ 84,812.06
RSM Canada	Private sector market sounding (CC2019-04)				\$ 23,993.94		\$ 23,993.94
Appraisals North Realty	Real estate appraisal 196 Van Horne Street & 170 Shaughnessy Street				\$ 3,205.45	\$ 4,579.21	\$ 7,784.66
Accent Building Sciences	Building conditions assessment 170 Shaughnessy Street				\$ 3,581.96		\$ 3,581.96
CIMA Canada Inc.	Design RFP support & functional program for STC				\$ 5,067.66	\$ 5,581.54	\$ 10,649.20
KPMG	ICIP Funding application support				\$ 11,448.02	\$ 13,025.31	\$ 24,473.33
McSweeney & Associates	Economic impact of Greater Sudbury Public Library				\$ 3,256.33		\$ 3,256.33
CBRE	World Trade Centre Analysis					\$ 5,088.01	\$ 5,088.01
Pinchin Ltd.	Designated Substance Survey - 170 Shaughnessy Street					\$ 3,291.94	\$ 3,291.94
Miscellaneous Project Costs	MIPIM, Working Group, catering				\$ 14,017.45	\$ 134.63	\$ 14,152.08
		\$ 20,043.23	\$ 224,580.06	\$ 206,392.60	\$ 168,961.53	\$ 31,700.64	\$ 651,678.06
OPERATING EXPENSES							
Salaries and Benefits				\$ 194,545.02	\$ 168,772.89	\$ 68,101.09	\$ 431,419.00
Office & Admin.				\$ 23,674.94			\$ 23,674.94
							\$ 455,093.94
							\$ 1,106,772.00

Notes:

- Costs To Date differ slightly from Detailed Expenditures as there were some revenues realized through internal sharing of costs and a grant received for the MIPIM opportunity.