

## For Information Only

### Large Projects Update

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#### Resolution

For information only.

#### Background

This report provides an update regarding the four Large Projects endorsed in principle by Council in 2016. Earlier this year, Council directed staff to investigate these projects further and provide advice about whether, and if so, how, the City of Greater Sudbury could contribute to their completion. This report provides an overview of the current status of each of the projects, as well as an outline of anticipated next steps.

#### Current Status

#### Large Projects Steering Committee

An internal Steering Committee made up of senior staff has been established with the objective of ensuring City Council has sufficient, appropriate information to make decisions about the corporation's involvement in these projects. This committee includes:

- Ed Archer, Chief Administrative Officer – Chair
- Ian Wood, Director, Economic Development – Co-chair and Lead on Place des arts and Convention Centre projects
- Ron Henderson, General Manager of Assets, Facilities, Leisure and Transit - Co-chair and Lead on Event Centre and Library/Art Gallery projects
- Catherine Matheson, General Manager of Community Services
- Tony Cecutti, General Manager of Infrastructure Services
- Ed Stankiewicz, General Manager of Assets and Finance, and
- Eliza Bennett, Manager of Communications and French Language Services

The City anticipates that the analysis required for Council to make an informed decision will address the following areas:

#### Signed By

**Division Review**

Ian Wood  
Director of Economic Development  
*Digitally Signed Nov 22, 16*

**Recommended by the Department**

Ron Henderson  
General Manager of Assets, Transit and Fleet  
*Digitally Signed Nov 25, 16*

**Recommended by the C.A.O.**

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Nov 22, 16*

- **Scope** - this means that there is a clear, consistent understanding about what the project includes (and does not include) and the objectives it is designed to achieve at a level of detail sufficient for understanding potential costs, benefits and risk
- **Environmental scan** - this is intended to provide Council with assurance that the potential operating environment for each of the projects is sufficiently understood to support a decision regarding the level or extent of public investment
- **Governance** - this means an assessment of the City's role in both the establishment and ongoing operation of the project and consideration of options for governing the assets produced by each project
- **Procurement options** - this will describe options for procuring the work needed to produce the assets contemplated within each project, which could include some form of public/private partnership

The work of the Steering Committee is designed to ensure that Council has the above information to be able to make decisions related to the Large Projects with the best available information.

### **Synergy Conference Centre**

The Synergy Project Group, created under the auspices of the Sudbury Community Foundation, has done considerable work in defining the project as well as determining its overall feasibility, market needs and operational requirements. Economic Development staff, with the support of the Greater Sudbury Development Corporation Board, are working with the original project group and other community stakeholders to consolidate the existing information and determine what additional studies might be required to bring the project to a decision point.

The next steps in the process are:

1. Work with internal and external experts to assess the completeness of current information
2. Establish terms of reference to fill in data gaps on scope, environmental scan, governance and procurement for the project.
3. Determine most efficient and cost-effective approach to obtain additional information
4. Report to Council as early as possible in 2017

### **Art Gallery of Sudbury/Public Main Branch**

The Art Gallery of Sudbury/Greater Sudbury Public Library Main Branch working group has been established to provide guidance and support to explore links between these two large projects, including collaborative approaches to capital financing.

The immediate priority of the group will maintain a focus on advancing the project as quickly as possible and making a clear determination on whether or not alignment of vision exists.

To realize this goal, the group has issued and evaluated an RFP for a project manager to support and facilitate the process. As a result of that evaluation, the group has recommended the hiring of LORD Cultural Resources. LORD Cultural Resources have worked on many high profile projects for involving shared facilities such as the Art Gallery of Windsor and Windsor Museum and the Art Gallery of Nova Scotia and Nova Scotia Art and Design.

The next steps in the process are:

1. Work with LORD Cultural Resources and staff to complete components including a literature scan

and review of existing reports, meet with key stakeholders, feasibility and functional program for the joint project (e.g. minimum footprint of shared project), site selection, business plan and capital project.

2. Report to City Council mid-2017

### **Event Centre**

A request for proposals for a consultant has been issued and evaluated. As a result of that evaluation, Price Waterhouse Coopers (PWC) has been selected under the direction of project lead Mr. Ron Bidulka. Mr. Bidulka brings a wealth of relevant and hands-on experience related to the feasibility, market assessment, and up-front due diligence of sport franchises and facilities. Mr. Bidulka has had a significant role in leading the development of the Essar Centre in Sault Ste Marie, Budweiser Centre in London and Meridian Centre in St. Catharines as examples.

In response to concerns raised by members of Council about the length of time required for the consultant's analysis, staff have worked with Mr. Bidulka to shorten the process. The original timeline envisioned a presentation of the final report to Council on May 30, 2017. Under a new combined one-phase process, this date has been advanced by three months and is now scheduled for the meeting of February 28, 2017.

Working with the consultant, the next steps in the process are:

1. Meet with community stakeholders including members of City Council
2. Conduct a market and future needs assessment
3. Develop location criteria
4. Develop facility concept and cost estimates
5. Develop capital budget and financing options
6. Develop an operational model
7. Report to City Council on February 28, 2017

### **Place des arts**

A comprehensive report was presented to City Council as part of Budget 2017 on the Place des arts.

### **Communications**

A communication strategy has been developed to ensure that the community and stakeholders have the information they need to engage with the City regarding the projects, and to ensure that Council has the information they need to make decisions about the Large Projects. Specifically, the communication strategy aims to help the community understand the process the City is undertaking around the four Large Projects, to provide Council with appropriate information to make decisions about the Projects, and to ensure that stakeholders have the information they need to meaningfully engage in opportunities available to them to provide input into the Projects.

Project profiles will be developed for each of the Large Projects and housed on the City's website. The profiles will also be available as handouts for use by Council and staff as the process for the Large Projects unfolds. Other tactics, including potential engagement sessions as each project progresses, and presentations to community stakeholders at appropriate times and venues are also called for as part of the strategy.

## **Conclusion**

City staff are working with key partners, stakeholders, and internal and external experts to ensure that Council has appropriate, relevant, accurate and timely information available to them to make decisions around the Large Projects. A centralized and collaborative framework has been established to ensure that work can advance smoothly across all four projects.