



**URBAN
STRATEGIES
INC .**

Sudbury

**Greater Downtown Vision,
Plan and Action Strategy**

Revised Proposal, Sept 2010

**IBI
Group**

**J.C. Williams
Group**

**Yellowega
Bélanger
Architecture**

GDD09-16



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Appreciation

Over the past few decades, the City of Greater Sudbury has transformed itself from a rugged mining town to the leading regional centre for northeastern Ontario. There is much success; there is also much more to do. The purpose of this study is to define the role that the downtown can play in the city's continuing transformation.

At the heart of the city, downtown's character and role have also evolved. Downtown's expanding cultural assets include the successful Market Square, a well established independent music scene, a growing artisan base, and grassroots organizations like Jane's Walk and Eat Local Sudbury. In addition to its cultural offer, downtown also benefits from wonderful natural amenities, such as Memorial Park, proximity to Lake Ramsey's boardwalk and trail system, and an increasingly tree-covered topography that shows off Northern Ontario's rocky charm at every turn. Many of downtown's streets are lined with trees and flower beds, adding splashes of colour in the warm months. The soon to be implemented Downtown Streetscape Project will further enhance this quality urban environment.

Downtown is also an important employment destination for the City. Its strong provincial and municipal presence is complemented by a diverse mix of private sector businesses. Most recently, the Laurentian Architecture Laurentienne has committed to locating in the downtown, and will contribute a much desired higher education presence to the existing institutional focus of downtown. There are several other potential initiatives that could augment this trend.

However, despite these impressive strengths, Sudbury's downtown is lacking the hustle and bustle of a regional centre. Its retail focus is uncertain; its café/restaurant/cultural role still soft; its sense of place not fully realized. A cohesive strategy is needed to pull together its assets and provide a detailed plan of action to rekindle revitalization and cement downtown's role as Sudbury's 'Main Event'.

In establishing a bold yet achievable Downtown Master Plan, we will need to take a fresh look at downtown's image, its role within the city and the region, and the broader socio-economic trends that are reshaping urban environments. A strategy must be both aspirational and reality-based. It must involve a range of big and small actions. It must provide a vision to unite all those interested in downtown's future. Following are some opportunities at hand:

Downtown Sudbury: A Call to Action!

There is increasing recognition of the value a vibrant downtown can bring to Sudbury's overall vitality and role as regional centre. Growing community support exists for the revitalization of downtown; a number of City- and interest group-led initiatives are already underway, including the aforementioned Laurentian Architecture Laurentienne, Imagine Sudbury's and Bruce Mau's concept for the Centre for Massive Change, the Options for Homes housing proposal, and the renewal project for the City's well-respected Sudbury Secondary School. The Downtown Master Plan is an opportunity to build on the momentum already happening by engaging new and existing stakeholders, interest groups and the broader community in a collaborative effort. Building on work already underway on several downtown initiatives, as well as our own targeted stakeholder consultation, open houses and interactive downtown workshops, we aim to build excitement about the future, raise aspirations and cultivate innovative ideas for the revitalization of downtown.

Connecting to the Heart of the City

Downtown must be considered in the broader city-wide context, focusing on strategies to connect with its surrounding neighbourhoods, natural features, university campuses, hospitals, and shopping centres. The Rail Lands act as a barrier to the Hyland and Kingsmount neighbourhoods to the south and Little Britain to the west and bridging them will require bold thinking about transportation and future uses. To the east, Paris Street is a fast-moving and busy vehicular street that restricts access to Lake Ramsey/Bell Park and makes it difficult for pedestrians to access the downtown from Mountain Pearl, Cedar-Larch and Grotto Howey Crescent neighbourhoods. From the north, the changing topography of downtown creates challenging connections. The key activity centres of the university, college, regional hospital and Lake Ramsey must in some way be better linked to the downtown to confirm its role as the heart of this strong city.

A Destination for Everyone

Downtown's commercial role has been usurped by suburban style commercial centres such as the New Sudbury Centre. A realistic retail role that acknowledges this competition must be determined for the downtown. To be successful, downtown needs to continue to distinguish itself with specialty retail and capitalize upon its unique character if it is to compete with the new format retail and entertainment options of today. Downtown should develop several uniquely viable themes; a specialty retail and café/restaurant environment; a tourist destination to complement Sudbury's existing offer, including the nearby Art Gallery of Sudbury, Bell Park, and Science North; a more established office centre for an increasingly professionalizing regional economy; and, the community heart for celebration and events.

Authentic History & Heritage

A critical part of shaping a liveable community is preservation and protection of both natural and cultural heritage resources. Although downtown Sudbury has an impressive array of historic buildings, only seven buildings across the entire city are formally designated as heritage sites. An important aspect of the study will be to work with the newly formed Municipal Heritage Committee to understand what is important to preserve, and how it can best be accomplished. Mechanisms and incentives should be identified by which to facilitate upkeep and maintain heritage stock. These assets must then be placed in a bigger, more robust sense of place, landscape and streetscape that can amplify the downtown's unique competitive advantages.

Not Just for the Car!

Sudbury's streets have been designed as functionally efficient thoroughfares for vehicles. Elm Street's speeding traffic, long blocks, and run-down buildings create a challenging environment for pedestrians. Many of the downtown's streets are just too big and reflect the old Sudbury, not the new. The City's *Downtown Sudbury Streetscape Design Project* recommends a series of "light touch" and "heavy lifting" initiatives that will add colour and life to some of downtown's streets. This project needs to be supported with traffic calming measures that will make downtown a safer and more pedestrian friendly place. An aspect of the study should involve examining options for the completion of the ring road to help alleviate the concentration of traffic along Elm Street.

Building A Strong Economy

Sudbury's traditional employment sectors, though absolutely vital, are not sufficient to sustain the city's long-term growth. The appropriate response, which is largely underway already, is to supplement them with knowledge sectors such as education, professional services, medical, institutional, etc. Knowledge sector jobs attract professionals with urban lifestyles and tastes who look for a downtown experience. Downtown needs to capture some of the activity offered by those sectors. Strategies should be developed to strengthen the tourism industry, support service jobs, and position downtown as an attractive and competitive option for innovative businesses and institutions.

Big Moves/Little Moves

There is no magic formula for successful downtown renewal; each place is special. There is however clear evidence that success is best funded on a rich menu of big, mid-sized and smaller actions. Much of the discussion above has been focused on incremental and evolutionary change. The study must also embrace the search for some 'game-changing' initiatives that can help re-position the city and its downtown. Our team's broad international experience will help here, to fuel the debate about what those moves might be. This is not just a plan, it is an action strategy and we all need to be ready for the imagination and risks that mandate implies.

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Approach

The work plan below reflects our team's collective experience in developing similarly ambitious Visioning and Master Plan projects for other Ontario and world cities. The Plan we will prepare in partnership with the City, stakeholders and the community will tell the story of how the downtown will evolve over the next 10 years. The objective is to two-fold: to create a vision for Greater Downtown Sudbury that secures buy-in from all levels and, and to develop an action-oriented Master Plan and Action Strategy to deliver the Vision.

Project Deliverables Summary:

Phase 1 Deliverables:

- Analysis Summary Report
- Bulleted Summary of Stakeholder Interviews
- Base Map(s)
- Materials for City to update Project Website
- CAD Model of Study Area
- Foam Model of Existing Conditions (Optional)

Phase 2 Deliverables:

- Public Event #1 Materials
- Turn Key Education Materials
- Vision, Principles & Priorities Report
- Public Event #2 Materials
- Draft and Final Vision Summary
- Materials for City to Update Project Website

Phase 3 Deliverables:

- Draft Downtown Master Plan
- Draft Action Strategy
- Materials for Stakeholder Design Charette
- Public Event #3 Materials
- Materials for the City to Update Project Website

Phase 4 Deliverables:

- Draft Final Master Plan & Action Strategy
- Presentation of Draft Final Plan to Policy Committee
- Final Vision, Concept Plan & Action Strategy
- Final Presentation to Policy Committee
- Materials for City to Update Project Website

Phase One: Understand

[September 2010 – November 2010]

Phase 1 develops an in-depth understanding of where Sudbury has been, where it is now and where it could go in the future through a strategic overview of the area and analysis of social, economic and physical conditions of the study area and its wider context.

Task 1.1a

Project Initiation: Confirm Objectives, Process & Outputs

The project will commence with a structured working session between the consultant team and City Staff Working Group (CSWG) This session will review the work program and schedule and set out specific timelines for major consultation events and deliverables. This will be followed by a meeting between the consultant team and local councillors responsible for the study area (Councillor Group). This meeting will provide an opportunity to introduce them to the project and secure early participation in the process.

Stemming from these meetings, the consultant team will work with the client group to define the study area boundary, with perhaps core and context boundaries, to ensure that appropriate portions of adjacent neighbourhoods are included, allowing consideration of interface conditions and recommendations for improved integration between the downtown and surrounding districts. This will be particularly important for development of the basemap and CAD Model (Tasks 1.4 and 1.5).

Task 1.1b

Liaison Group: Mapping Ambitions & Sharing Visionary Ideas

With so much currently happening in Downtown Sudbury and so many interested project partners, it will be important for the team to engage formally with the Community Liaison Group (CLG) early in the project process. This half day round table session will bring together all its members to hear their individual ambitions for their group and for the downtown as a whole. Potential, planned and real projects will be discussed to help identify what support actions are required to bring plans forward. As part of this session, the work plan will be presented and discussed. Also discussed will be priority issues for the study to address.

Task 1.2

Building Aspirations & Sharing Ideas: Stakeholder Interviews

Once we have started the physical, policy and market analysis, we will begin to meet with key stakeholder groups through individual interviews or small focus groups. The consultant team will engage with stakeholders who are currently or have the potential to shape the future of Downtown Sudbury. Developing early links with active local interests will help tie the conceptual planning work to implementation. It is expected that the City will manage the logistics of this task.

Task 1.3 Analysis

This task will involve extensive information gathering, data review, on-site surveying of existing conditions and preliminary analysis of findings. The consultant team will gather and review background materials (as identified in the RFP and any additional studies identified at the Project Initiation Meeting). This process will identify any gaps in baseline information and highlight where further work is required. Although focused on the Downtown, the review will look further afield so that we understand the local and regional planning and market context—what other places compete with the downtown and what regional trends and initiatives will have a bearing on its future?

Task 1.3a Understanding the Urban Condition

Our team will undertake a review and analysis of Greater Sudbury's urban structure to gain an understanding of the physical conditions of the Downtown and its wider context. We will prepare a series of urban design plans that depict existing conditions and issues relative to:

- Land use
- Built-form issues (such as quality, typology, scale, height)
- Public realm quality and character
- Open space inventory and character
- Natural and cultural heritage features
- Infrastructure, transportation & parking
- Connections between downtown and adjacent neighbourhoods
- Planned investment and development opportunity areas, including vacant, underutilized and soft sites

As part of the Urban Condition assessment, IBI Group will review existing information on potential cultural heritage resources in the Downtown and, based on this initial review, recommend effective strategies to promote and protect these resources, potentially including educational and awareness raising campaigns, individual designations, heritage conservation districts and heritage incentives.

Task 1.3b Understanding the Downtown's Market Opportunity

Utilizing existing available market data taken from both private sector surveys and municipal statistics, J.C. Williams Group will prepare a brief summary of the current status of, and projected future demand for retail uses in the downtown. Although retail will be the primary focus of J.C. Williams work, they will also draw on their experience assessing other downtowns to provide a perspective on the dynamics required for making downtown residential and office developments work more effectively.

Although this task will include a summary analysis of existing downtown market conditions, the emphasis of J.C. Williams work will be on preparing a high level strategy for the future of retail and residential across the downtown. The value of this piece is identifying future 'best fit' opportunities that are suited to the downtown that identifies:

- what type of retail are most appropriate to fill existing gaps;
- what are the most appropriate location for the different types of proposed commercial, residential and retail uses across the downtown (working in partnership with USI);
- how can the Downtown best attract new retail uses;
- how can the Downtown best support and retain its existing retail base; and
- how the Downtown differentiate itself from other retail centres.

The focus of this work will be on creating an action oriented plan that places emphasis on 'the how' and not on a statistical market evaluation. We understand that technical data for the market analysis will be provided by the City from existing sources, including: the recently completed Downtown Market Analysis (including data on trade areas, expenditure categories for primary trade areas, demographic data for primary trade area residents, and a Business Mix Analysis (consisting of a Commercial Structure Analysis, a Community-to-Community Comparison and a Market Threshold Analysis). Also available are the Customer Origin Survey, Residents Survey (2009), Downtown Business Retention & Expansion Program (2007), all completed by the DVDC. If study timings can be co-ordinated, a key feature will be to integrate this work with the Gap Analysis currently being planned by the DVDC.

Task 1.3c Transportation & Parking Review

IBI Group will investigate mobility and parking in the downtown. As an action-oriented strategic piece, IBI will identify issues facing the existing road network and advise on what modifications could be undertaken to enhance movement within and access to the downtown. A priority will be placed on understanding how to improve and balance pedestrian and cycling opportunities with

vehicular movement to and through the downtown.

As part of the Mobility Analysis work, it is proposed that a round table discussion and site tour be undertaken with key City Staff/ IBI/USI to discuss mobility related issues within the broader context of the downtown opportunity. This session will be used to collect perspectives and priorities from City Departments, potentially including:

- completion of the Ring Road system;
- pedestrianization of Durham Street;
- reversal of the one-way pair system on Cedar and Larch;
- calming of the Ring Road system, with a focus on Elm, Brady and Paris streets;
- opportunities for strengthening active transportation connections to adjacent neighbourhoods;
- opportunities for stronger inter-regional connections (rail & bus) with Ottawa, Toronto, Montreal;
- priority streetscape improvements to further improve the quality of the pedestrian environment.

With the Downtown Parking Strategy complete, this task will work to bring forward some of the 'next steps' identified in the Strategy, namely identifying an appropriate location for a potential new parking structure in the downtown and the future role of the Energy Court municipal parking facility.

To complete the above scope, it is expected that the City will provide IBI with all available annual average daily traffic counts, turning movement counts and other available technical traffic data.

The assessment of alternatives and individual strategies will be based on experience from other jurisdictions, sketch planning type approaches and the consultants' knowledge from similar projects. Detailed macro-modelling or intersection capacity analysis is not proposed as part of this study.

Task 1.3d Team Working Session

Prior to the hard launch of the project (Public Event #1), the team will hold a team working session discuss issues and brainstorm opportunities for the downtown. As part of this session, IBI and JCWG will meet with relevant City Departments for interviews and/or roundtables. These sessions would be followed by a site tour and team working sessions.

Task 1.4 Prepare Base Map of Existing Conditions

Using digitized maps and aerial photography provided by the City, we will create a base plan of existing conditions of downtown and its immediate surroundings.

Task 1.5 Prepare CAD Model of Study Area

Once the boundary of the Study Area has been agreed, the City will develop a digital CAD model of the area. Urban Strategies will work with the city, to provide feedback and guidance when necessary on various features and parameters of the model. Tests will be generated early on to ensure that file sharing and file compatibility are successful.

The digital model will be an important tool for understanding and communicating the vision to the community. The CAD model will allow us to illustrate how downtown Sudbury could change over time as the vision comes to life. This tool will be used to test ideas and concepts in the second and third Public Event as well as the Stakeholder Design Charette.

As an optional study component, we propose to build an architectural foam model that will serve as a base for exploring built form, public realm and design options in a highly 'user-friendly' format. The foam model will consist of a base with insertable pieces that can be modified during the consultation sessions. This will help to facilitate discussion and act as an interactive tool to relay proposed concepts and redevelopment opportunities within the downtown as they come forward. The digital CAD model will also be utilized as a reference tool for the construction of the foam model.

Task 1.6 Prepare Summary Report of Analysis

At the conclusion of the work phase, we will review, assess and consolidate the output into a summary report of key findings and submit to the client group for review and comment.

Task 1.7 Finalize Summary Analysis Report

Based on feedback from the client group, the Summary Analysis Report will be finalized.

Task 1.8 Update Project Website

The team will work through City Staff to assist with updating relevant project information to be uploaded to the project website.

Throughout the project life, the team will feed appropriate content to City Staff - including project updates, reports, images and videos, notification of events – who will revise as needed and update the Project Website. The City will be tasked with monitoring and maintaining the web site, ensuring that materials are formatted appropriately and that all comments are moderated.

Phase Two: Vision

[November 2010 – February 2011]

The objective of this phase of work will be to synthesize the work undertaken in Phase 1 and focus discussions on the future opportunities for Downtown Sudbury to cement a compelling and implementable Vision. Portions of the Phase 2 visioning may run concurrently with Phase 1 analysis work.

Task 2.1 Prepare Materials for Public Event #1

In advance of the first public event, the consultant team will work to prepare an introductory presentation explaining the goals of the project, a summary of identified associated issues, key messages from the stakeholder sessions, and agree with the client group, a series of themes upon which the emerging vision can be built.

Task 2.2a Project Update Sessions

Prior to going public with findings at the first Public Event, the consultant team will offer a series of Project Update Sessions with the CSWG, the Councillor Group and the CLG. These update meetings will be used to ensure that all key players are fully informed on the project as it evolves towards the final Master Plan.

Task 2.2b Public Event #1: Community Visioning Forum

The Community Visioning Forum will explore what the future of Downtown Sudbury should look like in the short and long term and what functions it should serve within the local area context and the wider region. This 'Town Hall' style event will include an introductory presentation on the study process, a summary of findings to date and a hot button 'downtown issues' presentation to inspire discussion. A facilitated Strengths, Weaknesses, Opportunities and Threats analysis will follow the presentation(s). This will be used to identify Sudbury's strengths, weaknesses, opportunities and external pressures/factors that face the city.

Potential issues to be explored could include:

- Defining preliminary principles to support the Vision
- How can Sudbury build on its reputation as a global environmental leader and expand its 'City of Lakes' brand?
- What is the role of the downtown as an academic and student centre and how can the downtown play a stronger role in student and university life?
- How does Sudbury have to evolve to fulfil its new role as a Regional Centre?
- What are the most important local issues that need to be addressed for the downtown to become a more successful retail, cultural and business destination within the city?
- What are the opportunities for enhanced transit from the study area to its environs, recognizing existing transportation constraints?
- How can Sudbury take better advantage of its French heritage and unique dual identity of Grand-Sudbury and Greater Sudbury.?
- What does it mean for Sudbury to be identified as an international 'Smart City' and how can the downtown benefit more from this prestigious recognition?
- What are the 'big moves' that could spark a re-imagining of the downtown?
- How can Sudbury best engage the famous Canadian business and cultural leaders for whom it once was home?

Following the discussion, participants will be invited to participate in a series of Activity Stations where the project team will host informal interactive visioning activities. Potential activities could include:

- Prepare a short statement on what you think that the future of Downtown should look and feel like.
- Use post-it notes to name and locate your favourite place in the Downtown. Talk to us about why these places are special.
- Locate on the aerial map those parts of the downtown that you feel need to be improved the most. Talk to us about why these places need to be improved.

The City may want to include a social media component (which may include photos, webcams, videos, and liveblogging for posting on Flickr, YouTube, and the project) that could be woven into the engagement to allow others to participate who cannot attend the workshop in person.

As an option, a key note speaker may be invited to participate in the Visioning process, most likely as part of this first Public Event. The City and CLG may want to consider including a speaker at each of the three public sessions. Speaker series could potentially kick off each of the Public Events and could include a variety of speakers from economic experts, cultural icons, design innovators, community development specialist, political figures or community leaders.

Task 2.3 Prepare Turn-Key Educational Package

Early in the project process, the consultant team will prepare a package of 'turn-key' ready materials that can be utilized by the other groups (city staff, agencies, community and business leaders, and so forth) to promote the Visioning process (independent of the consultant team) and collect additional feedback. Helping to engage and facilitate others in the delivery of the Visioning opportunity will be important to sustain the visioning process through to implementation. The specific content of the package will be agreed with the client group, although it would typically include a series of simple display panels, a brief presentation on the Vision and process, handouts and suggested activities by group or theme. The turn-key educational material could be utilized by the CLG and others to share and promote discussion that shapes the vision. This additional community led outreach would help promote effective and meaningful feedback at the second Public Event.

Task 2.4 Vision, Principles & Priorities Report

Following Public Event #1, we will review, assess and consolidate the public and stakeholder responses into a Community Vision, Principles & Priorities Report that will be submitted to the client group for review.

Task 2.5 Prepare Draft Vision

Following any feedback from the client group, we will begin to distill ideas into a preliminary Vision that will include:

- Supporting Principles
- Community Priorities for Downtown Revitalization
- Land use option(s)
- Open space framework (existing and new provision)
- Movement system to be preserved, modified or created
- Key opportunity and intensification zones
- Identification of Character Areas
- Programming ideas
- Big moves

Task 2.6 Prepare Materials for Public Event #2

In advance of the second Public Event, the consultant team will work to prepare an updated presentation, any necessary panels and other supporting materials required to run the event. All materials will be circulated to the client group for approval.

Task 2.7a Project Update Sessions

Prior to going public with findings at the second public event, the consultant team will facilitate Project Update Sessions with the CSWG, the Councillor Group and the CLG.

Task 2.7b Public Event #2:

Test Draft Vision and Identify Emerging Projects/Priorities

The second Public Event will bring the draft vision and priorities to the public for comment and feedback. At this point it may be possible to begin to identify project champions to move forward some of the 'Big Moves'. Following an introductory presentation, we will conduct and facilitate a series of workshops organized around the specific issues necessary to secure consensus and move forward. The issues-based workshop sessions should operate on a rotating schedule and run throughout the workshop session, allowing participants to engage in more than one session and encouraging inter-related and cross-cutting issues to be explored more fully.

It is recommended that the 3-D CAD model and/or foam model be used as a tool for discussion and engagement as part of this workshop.

Task 2.8 Update Project Website

The team will work through City Staff to assist with updating of relevant project information to be uploaded to the project website.

Phase Three: Plan

[March 2010 – April 2010]

Phase 3 will focus on translating the Vision into a structured Master Plan for Downtown Sudbury, supported by actionable projects to guide public and private investment over the next 10 years.

Task 3.1 From Vision to Master Plan:

Preparing the Draft Detailed Master Plan

In consultation with the client group, the consultant team will interpret the agreed Vision into a detailed Master Plan for Downtown Sudbury. It is anticipated that the Master Plan for Downtown Sudbury will contain preliminary recommendations for the following elements:

- Agreed Vision Statement with supporting Planning & Design Principles
- A 'Downtown Opportunities' market positioning piece
- Strategic economic/land use recommendations with market rationale
- Public Realm Framework, highlighting Open Space hierarchy, streetscape character and recommended improvement zones
- Movement Strategy for all modes of travel (vehicular, cycling, pedestrians, public transit) illustrating the required road networks, roadway improvements, utilities, servicing and parking.
- Articulation of urban design strategies relating to streets and blocks, heritage features, open space, land use, built form, views and vistas. This will also include a piece on the Integration of Downtown & adjacent neighbourhood to improve edge conditions and access between these areas.
- General approach to built form (height, massing, siting) by Character Area
- Identification of Future Growth Opportunities across the Downtown and a related Development Parcel Plan, indicating potential built form, yields, typical parking solutions and phasing for priority development parcels. Areas of consideration could include the Laurentian School of Architecture, the Art Gallery and the Energy Court parking lot, amongst others.
- Exploration of any achievable 'big moves' and the strategy for the realisation
- A Project Plan, summarizing all major recommended interventions proposed across Greater Downtown Sudbury.

Task 3.2 Priority Areas of Change: Development Options

As part of the Master Plan, a series of alternative revitalization options will be explored for key sites identified as 'areas of change'. The consultant team will work with the client group to identify up to 5 priority 'areas of change' where development options can be tested in more detail to establish general uses, typical building typology and profile, maximum GFA, parking requirements, landscape requirements, fit with adjacent context, etc. Area of change may contain a single site or be a bundle of sites.

Task 3.3 Preparing the Draft Action Plan

Moving the Downtown Master Plan forward, we will begin to prepare an Action Strategy structured around the agreed priorities and emerging catalyst projects identified in Task 3.1 and 3.2. The Action Strategy will begin to define the policy directions that flow from the vision, identify recommended interventions (or bundles of interventions), offer site specific design parameters for priority areas, undertake a rough order-of-magnitude costing estimate for strategic capital projects (identified as priority projects) and offer a series of clear 'next steps' required by the City and its partners to move the Master Plan forward. The Action Plan will also identify provide a sequencing plan for revitalization initiatives based on immediate priorities (Year 1 & 2), short term priorities (Years 3-5) and longer term objectives (Years 6-10). Although the Vision will enjoy a 10 year life span, emphasis will be placed on capturing early wins for the downtown and securing adequate public and private funding for these early win projects. An important part of this will be to consider the delivery vehicles or mechanisms by which the Vision's objectives can be met. The Draft Action Strategy will be circulated for comment from the client group.

Task 3.4 Prepare for Stakeholder Design Charette

In advance of the Stakeholder Design Charette, the team will work to prepare all necessary materials. The CAD model and/or foam model will be a critical tool used as p

Task 3.5 Stakeholder Design Charette:

Key Projects and Priority Sites & Actioning

This half-day working session will involve invited participants from the CLG. Using the CAD model, foam model (if available) or other graphic tools, the consultant team will work with the group to visualize how proposed priority initiatives may physically impact the downtown. Ideas for the mitigation of any negative impacts will be explored. Prior to going public, the draft Action Plan will be presented and implementation requirements discussed.

Task 3.6 Refine Detailed Master Plan and Draft Action Strategy

Based on the feedback received during the Design Charette and before going public, we will refine the Downtown Master Plan.

Task 3.7 Prepare Materials for Public Event #3: Draft Plan & Action Strategy

In advance of the final Public Event, the consultant team will work to prepare an updated presentation, any necessary panels and other supporting materials required to run the event. All materials will be circulated to the client group for approval.

Task 3.8a Project Update Sessions

Prior to going public with findings at the third Community Workshop, the team would have a Project Update Session with the CSWG, the Councillor Group and the CLG

Task 3.8b Public Event #3: Draft Plan & Action Strategy

Following sign-off from the client group on the Draft Final Master Plan and Action Strategy, this final consultation event will present the draft product and agreed recommendations to the community of Sudbury. The goal of this session is for the community to provide final comments on the Downtown Plan and to identify what should be the highest priorities for implementation.

It is recommended that the 3-D CAD model and/or foam model be used as a tool for discussion and engagement as part of this workshop.

Task 3.9 Update Project Website

The team will work through City Staff to assist with updating of relevant project information to be uploaded to the project website.

Phase Four: Action

[April 2011 – June 2011]

The information collected throughout the study will be finalized into a succinct Vision and Master Plan for Downtown Sudbury - a plan that is ambitious, clear, forward thinking and fully reflects the aspirations of its communities..

Task 4.1 Refine Master Plan and Action Strategy

Based on feedback from the Public Event, we will continue to refine the Master Plan and Action Strategy. The Draft Final Master Plan and Action Strategy will be circulated for comment from the client group.

Task 4.2 Prepare for Policy Committee Presentation

In advance of presenting the Draft Final Master Plan and Action Strategy, the consultant team will work prepare a summary PowerPoint presentation that summarizes the ambitions of the Master Plan and highlights key objectives and strategies for delivery

Task 4.3 Presentation of Draft Final Plan to Policy Committee

Prior to releasing our Final Vision, Plan & Action Strategy to the wider community, a presentation will be made to the Policy Committee. This session will introduce the more detailed thinking on the Vision, Plan, preferred options and supporting strategies.

Task 4.4 Finalize Sudbury Downtown Plan & Action Strategy

Based on feedback from the Policy Committee, we will work to finalize the Vision, Master Plan and Action Strategy. The final Vision will respond to the issues, trends, and ideas developed throughout the consultation process, and will reflect community consensus.

Task 4.5 Prepare for Final Policy Committee Presentation

In advance of presenting the Final Master Plan and Action Strategy to the Policy Committee, the team will prepare an updated PowerPoint presentation that summarizes the ambitions of the Master Plan and highlights key objectives and strategies for delivery.

Task 4.6 Present Final Plan to Policy Committee

Once finalized, the Downtown Masterplan and Action Strategy will be presented to the Policy Committee.

Task 4.7 Publish Sudbury Downtown Plan & Action Strategy

The final document will be easy to understand, flexible and highly illustrative to ensure ease of use and enthusiastic implementation. Twenty (20) colour copies and one (1) digital version will be submitted.

Task 4.8 Update Project Website

The team will work through City Staff to assist with updating of relevant project information to be uploaded to the project website.

Task 4.9 Public Event #4:

Celebrating a Vision for Downtown Sudbury [Optional]

As an optional event, the consultant team proposes that the conclusion of the project be marked with a major media event to celebrate the study, further publicize the Vision for Downtown Sudbury and pass ownership of the project over to the City, the stakeholder and the community. Handing the Vision over to those who shaped it at this very public event marks the beginning of its realization - not simply the end of this study.

This event will be an opportunity to showcase the entire chronology of the work leading up to the final vision, followed by an explanation of the required next steps for making the vision a reality.



SUDBURY



Team

We have assembled an exceptional team for this assignment, combining local, national and international experience in urban planning, urban design, downtown retail strategy, innovative outreach and communications, and multimodal transportation consulting.

Urban Strategies will be the primary consultant for the Greater Downtown Sudbury Vision, Plan and Action Strategy, responsible for all aspects of the project. In assembling a team, we have selected from our most experienced policy planners and urban designers. **IBI Group**, one of Canada's foremost multidisciplinary engineering firms, will provide advice and direction on transportation, parking and heritage issues. Retail Market Analysis will be provided by the **J.C. Williams Group**, recognized as the leading Canadian and North American expert on retail repositioning strategies. We are also pleased to have on our team as a strategic advisor, **Yallowega Bélanger Architecture**, whose wealth of knowledge about Greater Sudbury will be invaluable to the project. We have included a brief introduction to **Entrinsic Partners**, an innovative Toronto-based social media firm which we recommend the City consider as a consultant to help design and implement web-based tools to engage the public. The qualifications and role of each team member are summarized below. Full resumes and additional details on each firm and our related project experience are appended to our submission.

Urban Strategies Inc.

Urban Strategies has produced successful downtown plans for cities big and small across the UK, the United States and Canada - including Hamilton, Guelph, Brantford, Oakville, Ottawa, St. Louis, Buffalo, Niagara Falls, Detroit, Hartford, Charleston and London, Liverpool and Manchester in the UK. Many of these centres have been experiencing the same economic and market transformation as Sudbury.

Urban Strategies offers a wide range of services to both public and private sector clients. The firm's ten partners, fifteen associates and complement of planners and designers come from diverse backgrounds, including architecture, economics, landscape architecture, planning, public administration and the visual arts. Since 1981, our work has earned the firm dozens of awards and an international reputation. Equipped with the most advanced graphic communication tools, Urban Strategies integrates planning and design in a holistic, consensus-building approach to projects. We routinely manage multi-disciplinary teams to undertake complex assignments for local and regional governments, government agencies, institutions, private developers and corporations.

VISIONING • DOWNTOWN REVITALIZATION • REGIONAL GROWTH MANAGEMENT • URBAN DESIGN GUIDELINES • NEW COMMUNITY PLANS • ADMINISTRATIVE RESTRUCTURING • SUSTAINABLE COMMUNITY DESIGN • PLANS OF SUBDIVISION • MASTER PLANNING • BROWNFIELD REDEVELOPMENT • EXPERT TESTIMONY • POLICY ANALYSIS • MODEL MAKING • PUBLIC CONSULTATION • CAMPUS PLANNING • PLANNING APPROVALS • PARKS AND OPEN SPACE PLANNING • WATERFRONT REGENERATION • ZONING BY-LAWS & OFFICIAL PLANS • PROPOSAL CALL MANAGEMENT • SITE ANALYSIS & REGULATORY REVIEW • 3D RENDERINGS AND ANIMATION • DESIGN COMPETITION MANAGEMENT • TOD PLANNING •



Joe Berridge,
Partner-In-Charge, Project Lead

A Partner at Urban Strategies, Joe has played a key role in some of the largest and most complex urban regeneration projects in the U.S, Canada and the U.K. He has undertaken downtown planning assignments in Oakville, St. Louis, Detroit, Buffalo and Niagara Falls, NY. He has played an integral role in the preparation of two of the most important Greater Toronto planning strategies, Places to Grow and Metrolinx’s “Big Move” Regional Transportation Plan. He was recently the master planning coordinator for the Toronto Waterfront Revitalization Corporation and prepared a master plan for a leading edge sustainable community on the riverfront of Cork, Ireland and advised Salford and Manchester on a new vision for their river-front and central areas. He is currently preparing the master transportation plan and major urban expansion guidance for London, Ontario. Joe will guide the overall project to ensure consistent direction and ensure all deliverables meet the project needs.



Ross Burnett, Associate,
Planner, Project Manager

Ross has extensive and specialized experience in public consultation, community development and outreach work. His recent experience includes the Brantford Downtown Master Plan, winner of a 2009 OPPI Excellence in Planning Award, the Mimico 2020 Revitalization Plan, and the award-winning Downtown Ottawa Urban Design Strategy 2020. In the UK, he was involved in the East Lancashire Housing Market Renewal Strategy, the Lower Don Valley Vision & Regeneration Framework in Sheffield. Ross will be the lead planner and Project Manager, acting as the day to day liaison between the client group and the consultant team.



Pascale Dionne, Associate, Urban Designer

Pascale has a background in architecture and extensive urban design experience. She is currently working on a downtown plan for Vaughan, Ontario, and a streetscape master plan for a section of Queen St. W. in Toronto. Past projects include several large-scale public sector initiatives such as Waterfront Toronto’s East Bayfront and West Don Lands redevelopment projects, currently being implemented. Pascale is fluent in French and English. Pascale will lead the urban design elements of the project.



Michelle Taggart, Planner, LEED-AP

Michelle has a background in business, private sector development, and land use planning. Her recent experience includes detailing a set of performance standards for tall buildings in Toronto’s downtown, and preparing the Southwest Area Plan for London, Ont. As a LEED-Accredited Professional, Michelle will assist in the various planning land use allocation components of this assignment and advise on sustainability. Michelle will also assist in all stakeholder consultation events. Michelle has capacity in both French and English.



Christine Stephens, Graphic Designer

Christine, a native of Sudbury, has a critical role as a graphic designer. Her work ensures that project public consultation and communications pieces – including websites, postcards, panels, brochures, newsletters, billboards and documentary films – are recognizable and engaging. Christine will be involved in preparing communication materials for the project.

IBI GROUP

IBI Group was founded in 1974 and is a leading, international, multi-disciplinary provider of a broad range of professional services focused on the physical development of cities. The professional services provided by IBI include planning, design, implementation, analysis of operations and other consulting services. IBI's professionals have a broad range of academic backgrounds and experience in urban design and planning, architecture, civil engineering, transportation engineering, traffic engineering, systems engineering, urban geography, real estate analysis, landscape architecture, communications engineering, software development and many other areas of expertise, all contributing to the areas in which IBI practices.

Brian Hollingworth, P.Eng, Director of IBI Group

Brian has 15 years experience in the areas of integrated transportation and land use planning, traffic engineering and parking. He has managed a wide variety of projects ranging from site traffic impact assessments to large Environmental Assessments. Brian was the project manager for the Downtown Hamilton Transportation Master Plan and the Downtown Brantford Master Plan, both of which were completed in conjunction with Urban Strategies. Brian has directed or managed downtown parking studies for Kingston, Cambridge, Moncton, Halifax, St. John's, Peterborough, Port Hope and Picton. Brian is familiar with Sudbury having recently managed the development of the City's traffic calming policy and a related pilot project. Brian will lead the transportation related elements of this project.

Norma Moores, P.Eng. Senior Transportation Engineer

Norma has 20 years of experience preparing trail and bikeway master plans in numerous cities across Canada. Norma is currently the project manager for TAC's Synthesis of Practices for Implementing Active Transportation Strategies, and is working on cycling master plans for Burlington, ON and Albany, NY and the trails, bikeway and pedestrian components of the Waterloo, ON Transportation Master Plan. She contributed significantly to the Ottawa Pedestrian Plan, one of the first such plans in Canada. For this project, Norma will provide expertise on non-motorized transportation issues.

Dylan Passmore, M.Sc.Pl., Transportation Planner

Dylan has been involved in numerous studies related to cycling, pedestrian, and transit planning, including the development of the Greater Toronto and Hamilton Area's Regional Transportation Plan for Metrolinx. He is currently working as the lead researcher for the Transportation Association of Canada's Synthesis of Practices for Implementing Active Transportation Strategies and a similar study for Transport Canada. For this project, Dylan will assist Brian and Norma in all tasks.

Don Loucks, B.A., B.Arch. Leed Ap, Architect, Heritage Planner

Don has more than twenty years' experience in design and planning of a wide range of new facilities as well as the adaptive re-use of a number of heritage and contextual buildings across Canada. His recent heritage preservation planning projects include Union Station, Toronto, the Yorkville Hazelton Heritage Conservation District Plan (Toronto), the Meaford Town Hall. He won a Heritage Award for the Restoration 72 Duke Street – Saint John N.B. Don will lead the heritage analysis component of this project.



Urban Marketing Collaborative / J.C. Williams Group

With over three decades of global retail consulting experience, J.C. Williams Group provides clients in North America, Europe, Asia, and the Middle East actionable strategies to help drive their business successfully while meeting their customer's needs. The company is based in Chicago, Toronto and Montreal. Urban Marketing Collaborative (UMC), a division of J.C. Williams Group, offers a results-oriented marketing approach to urban revitalization projects that helps clients improve their cities and towns. The UMC marketing approach identifies the wants and needs of the client's market - business people, shoppers, workers, residents, and visitors.

John Archer, Senior Consultant

John Archer, Senior Consultant with Urban Marketing Collaborative and J.C. Williams Group is actively involved in all manner of research, analysis, and recommendations related to retail real estate work. Recent projects include the following: Downtown Hamilto, Downtown London, ON, Downtown Winnipeg, Downtown Calgary, Downtown Crossing, Boston, Downtown Edmonton, Downtown Providence, Downtown Pittsburgh, Downtown Halifax, Berczy Village in Markham, and Downtown Colorado Springs. John will lead the collection of market data, and develop the market assessment for the Action Strategy.

Yallowega Bélanger Architecture (YBA)

YBA is a leading full-service, bilingual architectural firm in Northern Ontario, with a complement of nearly 30 professional, technical and administrative support staff. YBA'S experience with the City of Greater Sudbury spans its forty-four years of existence. The firm's successful relationship with the City of Greater Sudbury is due to its availability and responsiveness. The firm's knowledge of the Greater Sudbury and the Downtown culture enables them to propose an effective and creative approach to the strategic visioning process that makes optimum use of city, stakeholder and financial resources. YBA will provide the local leadership required to ensure the success of this assignment.

Rick Yallowega, B. Arch., Oaa, Mraic, Partner

Rick is a seasoned architect in having provided architectural leadership to the development of many of Sudbury's architectural projects such as Science North, Dynamic Earth, major developments at Cambrian College and Laurentian University such as NORCAT and the Northern Ontario School of Medicine.

Louis Bélanger, Bes, B. Arch., Oaa, Mraic, Partner

Louis has practiced architecture in Northeastern Ontario for over twenty years and has been responsible for a wide variety of projects in partnership with The City of Greater Sudbury, such as the Multi-Use Recreation Centre Legacy Project, Northern Water Sports Centre, Pioneer Manor, Bell Park, and the Hôpital régional de Sudbury Regional Hospital.

Entrinsic Partners

Entrinsic is a new kind of consulting and services firm that helps organizations and places promote their identity and initiatives through social media. The firm's focus is enabling businesses, not-for-profits, government agencies and places to connect people, communities and organizations in powerful new ways. Entrinsic's unique team includes experts in research, strategy, design and social networking technology.

Eli Singer, Principal

Eli specializes in social media, branding, community building and disruptive innovation. He was part of a team that created branding and tourism communications programs for Greater Raleigh, NC, Washington DC (Destination DC), and Canada's Niagara Region. His current clients include the Art Gallery of Ontario, The Ontario Chamber of Commerce, and through Social Media Group, Ford Motor Company and TVO.





Experience

The Urban Strategies team offers the City of Greater Sudbury a diverse team with an impeccable track record both nationally and internationally in delivering complex planning projects. The decades of collective experience embodied in this team include the design and delivery of vision strategies, master plans, development frameworks and engagement processes for some of the most progressive and innovative (as well as complex and contentious) planning and design projects in the United States, UK, Ireland, mainland Europe, the Caribbean and Canada. This section highlights our team's experience in and capacity to drive this large-scale project forward.

St. Louis Downtown and Waterfront Plan

The St. Louis Development Corporation retained **Urban Strategies** as part of a large, multi-disciplinary team to create a Downtown and Waterfront Plan to inject new life into the city. We developed key strategies and priority actions for revitalization. We then defined the major development and design initiatives and linked them to an overall budget and sources of funding. Joe Berridge was the partner in charge of this project.

Ottawa Downtown Urban Design Strategy

For this award-winning project, **Urban Strategies** led a multi-disciplinary team in developing a comprehensive plan for the enhancement of the public realm and urban experience of Canada's National Capital. As both a visionary document and an action-oriented plan, the study established a new vision for Ottawa's downtown core as a gracious destination for new residential and commercial development, while articulating how to best achieve the vision through a series of area-wide and site-specific design guidelines. Ross Burnett was the project manager for this project.

Downtown Revitalization, UK Experience

Urban Strategies has been playing an ongoing role in the urban regeneration of several cities in Northern England. Joe Berridge acted as project lead for all of these projects.

- In Manchester, Urban Strategies was initially appointed to advise on Master Planning in response to the 1996 bombing which devastated the heart of Central Manchester. Urban Strategies has continued to assist the city in re-discovering its riverfront and regenerating edge-of-center districts.
- In Central Salford, across the river from Manchester, Urban Strategies prepared a Strategic Regeneration Framework for this industrial city. As part of its ongoing role in the implementation, Urban Strategies created detailed master plans of the priority districts.
- Urban Strategies was appointed as an on-going strategic planning advisor to the Liverpool Vision Company, a body of public agencies and private sector representatives charged with developing a new vision for the centre of Liverpool.

Brantford Downtown Master Plan

Urban Strategies led a Community Visioning exercise to establish a master plan for how the downtown should evolve and continue to build on recent investments. The study provided the necessary tools, such as design guidelines, regulatory changes, infrastructure modifications and an implementation plan to guide private and public sector investment towards the realization of the master plan. Ross Burnett was the project manager for this project with **IBI Group** as sub-consultant. IBI were responsible for the development of transportation and parking recommendations, shifting the balance from an auto-focused environment to a more pedestrian-friendly environment. This project recently won the 2009 Award of Excellence for City Planning, OPPI.

Mimico 20/20 Revitalization Action Plan

The goal of the Mimico 20/20: A Revitalization Action Plan was to bring forward the established Mimico Community Vision and Community Priorities through the creation of a conceptual development plan for the area. **Urban Strategies** led a three-day Mimico 20/20 Revitalization Charrette, a community event with almost 20 separate public sessions, attracting over 200 participants. Ross Burnett was the project manager for this project.

Guelph Urban Design Action Plan, ON

Urban Strategies' Urban Design Action Plan focuses on transforming retail nodes and corridors into urban villages, sustainable design policies for employment areas and new communities and campus/neighbourhood integration. We have subsequently been retained to prepare a Downtown Secondary Plan.

Youth Advisory Growth Plan Panel

In 2007 and 2008, **Urban Strategies** was retained by the Ontario Growth Secretariat to facilitate youth charrettes on the topic of downtown growth planning as part of Places to Grow, Growth Plan for the Greater Golden Horseshoe. Fifty young people aged 16 and 17, from eight urban growth centres across the Greater Golden Horseshoe, envisioned their downtowns 30 years in the future via activities such as participation on an online hub, completing on-site photo assignments, and joining two group workshops with 3-D foam core modeling and photo stitching of entire streetscapes.

Stratford Visioning, Stratford, PEI

Urban Strategies facilitated an intensive symposium to create a new vision for the core area of Stratford, PEI. It featured a working design studio, focus group sessions, stakeholder interviews, a youth forum and many public meetings and open houses, including a dynamic physical model for hands-on visioning. The symposium culminated in a Core Area Plan Vision which will be used to develop a Secondary Plan, design guidelines and zoning for the area.

Downtown Hamilton Strategy, Hamilton, ON

Urban Strategies' strategy sought to strengthen and build upon the city's core assets. The Strategy called for substantial residential infill and intensification, extensive reinvestment in the public realm and the development of improved retail & entertainment districts designed to bring people into the core.

Marketing Strategy, Saint John, NB

UMC conducted a comprehensive study on Downtown Saint John to recommend a marketing and promotion strategy for the city, the Central Business Development Corporation, and a downtown mall. The Action Plan identified the size, location, and characteristics of each market segment in order to recommend targeted promotions, media and business recruitment campaigns. UMC developed a business recruitment strategy identifying gaps in retail mix to be corrected in light of current markets, tourism, and economic trends. John Archer was a Senior Consultant on this project.

London Retail Revitalization Action Plan

UMC conducted an extensive retail research program for the London Downtown Business Association and participating developers. UMC provided a strategy for the Retail Recruitment Committee that responds to the opportunities suggested by the research. The London Downtown Business Association ran one of the most successful retail recruitment programs in North America. John Archer was a Senior Consultant on this project.

Downtown Hamilton Transportation Plan

IBI Group carried out the Downtown Transportation Master Plan as part of the "Putting People First" exercise. The study was an integrated land use/transportation study and a multi-disciplinary effort involving several departments within the City of Hamilton. The study was conducted to satisfy the requirements for master plans under the Ontario Class Environmental Assessment Process for Municipal Roads Projects. Brian Hollingworth led this study.

City Of Moncton Strategic Parking Study

IBI Group completed this study, the purpose of which was to identify long term parking infrastructure requirements. The study provided a comprehensive list of recommended actions aimed at integrating new parking supply with development, mitigating parking demand by initiating improvements to transit and active transportation networks, improving information on parking and improving the management of parking within the City corporate structure. The project was completed in parallel with the City's Visioning Exercise.

Bell Park Master Plan, Sudbury

YBA were the prime consultants for this project, which serves as a guide for the future development of Bell Park. The Plan identified a series of zones defined by distinctive physical characteristics and/or special uses. YBA was also the architect for the Dock Development at the Jim Gordon Walkway and Science North.

Northern Water Sports Centre, Sudbury

YBA were the architects for this project, which is being conceived as a centre for aquatic excellence and will promote community access to the lake by non-motorized watercraft and enable Sudbury to host international-level competitive water sport events.

Science North & Dynamic Earth, Sudbury

YBA provided full architectural services for the original Science North development, IMAX Theatre, Science North Planetarium and all phases of Dynamic Earth. Dynamic Earth built on the successes of the original design and created opportunities to manage the growing number of large groups of visitors and diversify their experiences.

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