



section 6

Action Strategy

The Action Strategy

The Downtown Sudbury Master Plan presents both a vision and an action strategy to enhance the role of Downtown as the centre of Northern Ontario through urban design, economic development and city planning. The Vision presented in the Master Plan anticipates incremental, long term change across much of the Downtown. Some changes can occur almost immediately, while other changes will take longer. This section presents the Action Strategy that will move the Master Plan from conceptual plan to reality. The strategy will be used to guide the City and its partners in focusing support, setting priorities and allocating budgets.

6.1.1 Phasing: A Ten Year Vision

The Downtown Master Plan sets out a multi-year agenda for improving the Downtown. The Ten Year Master Plan presented below highlights the more immediate opportunities for revitalizing Downtown Sudbury and maps out the major initiatives that could be realized by the City Council and the community over the next decade. These selected projects are considered to be catalytic interventions that have the capacity of bringing significant spin-off benefits across the Downtown. Realizing these interventions sets the foundation for the achievement of the longer-term Vision, as presented in Section 3.

To ensure that the Action Program is able to adapt to changing political and economic conditions, time frames must be flexible. Although the exact order of implementation will be dependent on availability of funding, private sector partners, technical requirements and community priorities, it is anticipated that improvements could be implemented in the following sequence:

Short Term (1 to 5 years)

- Elgin Greenway
- Tom Davies Square Retrofit
- Franklin Carmichael Art Gallery
- Paris Street planting
- Elm Street calming (landscape and on-street parking)
- Laurentian School of Architecture
- N'Swakamok Native Friendship Centre Retrofit
- Place des Arts
- CP at-grade rail crossing (discussions)
- Larch Street Plaza
- West District Parkade & Cedar Street pedestrian bridge
- Nelson Street Bridge retrofit/security upgrade
- Security upgrade/lighting Bridge of Nations Underpass
- Farmers' Market Relocation / Station Plaza
- Strategy development – public art, heritage, retail
- Residential incentive program
- Riverside Pedestrian Tunnel Upgrade
- Carleton Street Park
- Minto Civic Corridor (phase 1)

Medium Term (6 to 10 years)

- Durham Shared Street
- Larch Street Extension (West) and Rail Crossing
- South District Parkade
- Ste. Anne extension with cycle route
- Memorial Park expansion
- Brady Green Stair
- Grey Street Pedestrian Connection
- Larch Street Plaza (at Elgin)
- Nelson Street Park (south of bridge)
- Central Library
- Multi-Use Meeting/Conference Facility

On-going (anytime)

- Prestige Office Growth
- Downtown planting program
- Expansion of college presence
- Laneway Upgrade
- Rainbow Centre retrofit (Elm Street frontage)
- On-going residential infill
- Expansion of cycle network
- Gateway features installations

6.1.2 Funding

In the current fiscal climate, it would be unrealistic to think that every item in the Master Plan will be funded immediately and by one organization. The Master Plan and its projects must be funded by the community over time as opportunities present themselves. Many projects will require creative community funding partnerships to be realized. The Laurentian School of Architecture Laurentienne initiative stands as an important recent example of the types of collaborative funding arrangements that will be required going forward. Further consideration should also be given to the shared use of buildings between agencies and institutions. The City, Federal Government, Provincial Government, other public organizations, community partners and the private sector have and will continue to invest in Downtown Sudbury.

The following examples provide a brief list of some of the types of programs that could be accessed to help fund the projects and initiatives contained in the Master Plan, including:

- FedNor
- Federal Government Program funding
(e.g. Municipal Sustainability Initiative)
- Northern Ontario Heritage Fund Corporation
- Provincial Government Program funding
(including Northern Ontario Growth Plan)
- Greater Sudbury Development Corporation
- Downtown Sudbury Business Improvement Area Association
- Downtown Village Development Corporation
- TD Green Streets Program
- Evergreen Programs
- Private sector sponsorship
- Public/Private partnership

The Action Strategy Matrix presented in Section 6.1.4 identifies in general terms the proposed source of funding for each initiative. Existing City programs such as the Tax Increment Equivalent Grants could be used to fund particular components of the Master Plan.

Activity and Growth

- 01 Prestige Office Sites
- 03 Rainbow Centre Improvements
- 04 Sudbury Arena Improvements
- 05 Mixed-Use Infill Opportunity Site *
- 06 Place des Arts (location TBD)
- 06 N'Swakamok Friendship Centre
- 07 Downtown Art Gallery (location TBD)
- 09 Farmers' Market
- 10 Laurentian School of Architecture
- 11 Expansion of College Presence *
- 12 Contemporary Central Library (location TBD)
- 13 Residential Incentive Programme *
- 14 Mixed-use Infill Opportunity Sites
- 15 Residential Opportunity Sites *

Access and Connections

- 16 Larch Street Extension (West)
- 17 Expansion of Cycle Network
- 18 Riverside Pedestrian Tunnel Upgrade
- 19 Nelson Street Bridge Upgrade
- 20 Cedar Street Pedestrian Bridge
- 21 Ste. Anne Extension and Cycle Route
- 22 Grey Street Pedestrian Connection
- 23 Beech Street Mews
- 24 Van Horne Street Realignment
- 25 West District Parkade
- 26 South District Parkade
- 28 Transit Terminal Relocation
- 29 District Energy Expansion *
- 30 Laneway Upgrade Strategy *

Beauty and Pride

- 31 Elm Street Rebuild (planting and on-street parking)
- 32 Paris Street Beautification
- 33 Durham Street Upgrade
- 34 Brady Street Calming
- 35 Elgin Greenway
- 36 Memorial Park Expansion
- 37 Tom Davies Square Upgrade
- 38 Minto Civic Corridor (Larch to Brady)
- 40 Brady Green Stair
- 42 Downtown Greening Strategy *
- 44 Carleton Street Park
- 45 Gateway Treatment
- 46 Larch Street Plaza
- 47 Nelson Street Park
- 49 Public Art Strategy *
- 50 Heritage Strategy *
- 51 Historic Downtown Core Preservation *
- 52 Celebrate the Creek Water Features *





6.1.3 Building Momentum: Year 1 Actions

The following twenty-five actions should be undertaken by the City and its partners within the first 12 months of Master Plan implementation. These actions will ensure that momentum is carried forward and a solid foundation for future change is established.

Endorse and Action

1. City Council should endorse the Master Plan and Action Strategy, prepared in consultation with the community, and implement Year 1 Action Items as outlined in this section.
 2. City Staff should prepare an Implementation Plan for City Council's consideration. This Implementation Plan would focus on the City of Greater Sudbury's downtown revitalization priorities over the next ten years and be brought forward before the next municipal budget.
 3. City Council should consider and approve the Implementation Plan, referring approved projects to relevant departments for inclusion in their ten-year capital planning processes.
 4. The City and community should explore the creation of a Downtown Master Plan Implementation Team with the mandate to maintain, build momentum and bring forward priority initiatives identified in this plan. This team would consist of project stakeholders, city representatives and community.
 5. The City should consider all relevant policy recommendations emanating from this plan in the 5 year review of its Official Plan. It should also consider all relevant updates to the City's Zoning By-law and Downtown Community Improvement Plan.
- #### Activity and Growth
6. The City and Greater Sudbury Development Corporation should begin to explore the opportunities and constraints associated with the Inno-Tech and Multi-use meeting projects.
 7. The City, GSDC, Downtown Sudbury BIA and DVDC, and others should begin to implement the recommended Retail Strategy.
 8. Continue to support the Places des Arts project partners as they finalize their functional program and feasibility study. .
 9. The Art Gallery of Sudbury will continue to implement its plans to open the new Franklin Carmichael Art Gallery Downtown.
 10. The City should continue to work with the Market Square Renewal Advisory Panel to formulate a plan to create a strong downtown market. The City should begin the work necessary to see the market open for the 2013 season.
 11. Laurentian University should continue to work with the City and its partners to design and initiate construction of the Laurentian School of Architecture. Expected opening in 2013.
 12. The City should continue discussions with Cambrian College about how it can help Cambrian grow its downtown presence.
 13. The Greater Sudbury Public Library Board should explore the viability of building a new Central Library Downtown.
 14. The City, Laurentian University, Downtown Sudbury BIA and the DVDC should meet with current and future residential property owners to discuss housing opportunities in the Downtown. The City and Greater Sudbury Development Corporation should examine opportunities to create a residential incentive package for the Downtown, including liaising with other municipalities who have successfully implemented these types of programs, such as Saskatoon, Winnipeg and Regina, amongst others
 15. The Synergy Centre project proponents should undertake an operational and feasibility study.

Access and Connectivity

16. The City should continue its discussions with CP around the Larch Street Extension, Elgin Greenway, Riverside Pedestrian Underpass, Nelson Street Bridge, Cedar Street Pedestrian Bridge and Station Plaza projects.
17. The City should consider this plan in the Transportation Background Study update, currently underway. As part of this process, the City, Rainbow Routes, Sustainable Mobility Advisory Panel and Sudbury Cyclists Union should explore immediate actions, such as the painting of sharrows, to improve on-street cycling infrastructure, where appropriate.
18. The City should make one municipal parking facility available for overnight parking to support residential growth and test market interest in structured parking solutions for Downtown.
19. The City should work with the Downtown Sudbury Business Improvement Area and Downtown Village Development Corporation to develop a phased, multi-year capital plan to upgrade all downtown streetlights.
20. The City should consider this plan in the Water Wastewater Master Plan for the City of Greater Sudbury to ensure that there is adequate capacity to serve future growth.

Beauty and Pride

21. The City, Downtown Sudbury Business Improvement Area and Downtown Village Development Corporation should implement the Elm Street Parking Pilot.
22. The City should begin the calming of Brady Street, with pedestrian improvements at the intersection of Brady and Minto Street including the installation of zebra stripes and pedestrian countdown timers.
23. The City, Rainbow Routes, Downtown Sudbury Business Improvement Area Association and Downtown Village Development Corporation should begin to take the steps necessary to achieve a design and implementation plan for the Elgin Greenway.
24. The City should prepare the necessary information to administer a design competition for Tom Davies Square and Memorial Park.
25. The City and Heritage Advisory Panel should consider the existing and potential properties with cultural heritage value or interest identified in this plan as part of their mandates.

6.1.4 Action Strategy Summary

The Action Strategy Matrix below serves as a guide to implementing the Downtown Master Plan. Across each of the Master Plan themes, the matrix provides a summary of how initiatives should be phased, how projects are related, who should lead each initiative, what partners could assist, where funding could come from and what next steps are recommended to realize each initiative.

#	Project	Phase (years)	Related Projects	Suggested Project Lead & Partners
Activity & Growth 				
05	Retail Strategy & Growth	1 to 5	N/A	GSDC <i>City, BIA, DVDC</i>
06	Friendship Centre Retrofit	1 to 5	N/A	NNFC <i>Federal Government</i>
06	Place des Arts	1 to 5	Site dependant	ROCS <i>City, Province and Federal</i>
07	Franklin Carmichael Art Gallery	1 to 5	Site dependant	FCAG <i>City, Province, Federal, Other</i>
09	Farmers' Market	1 to 5	Site dependant	City <i>Federal, Province</i>
10	Laurentian School of Architecture	1 to 5	Elm Street Rebuild, Larch Street Plaza, expansion of College Presence, Elgin Greenway	LU <i>City, Province and Federal</i>
13	Residential Incentive Programme	1 to 5	Mixed-use Infill Opportunity Site, Residential Opportunity Site	City, GSDC, BIA, DVDC
01	Prestige Office Growth	Ongoing	Elm Street Rebuild, Paris Street Beautification, Transit Terminal Relocation	CGS <i>GSDC, Private</i>
11	Expansion of College Presence	Ongoing	Site dependant	Cambrian <i>Province</i>
12	Central Library	6 to 10	Site dependant	CGS <i>Library Board, Community</i>
02	Innovation - Technology Park (Inno - Tech)	10+	Larch Street Crossing, Larch Street Extension, West District Parkade, Inno-Tech Common	City <i>Developer (through RFP)</i>

Potential Funding	Policy Update	Next Steps
GSDC, Federal, Province	No	Create Recruitment Council and implement retail recruitment strategy as outlined in the Retail Strategy.
Federal	No	Upgrades currently underway. Finalize future expansion plans, secure funding and implement expansion.
City, Federal, Province	No	Continue to liaise with ROCS as concept develops. Finalize functional program and site plans, confirm site, secure funding, finalize and secure approval for building plans, construct building, operate facility.
City, Federal, Province, Other	No	Confirm site, design facility, secure funding, finalize and secure approval for building plans, construct building / retrofit building, operate facility.
City, Federal, Province, Other	No	Work with Market Square Renewal Advisory Panel to finalize recommended relocation plan, relocate market and implement recommended governance and operational strategy.
City, Federal, Province	No	Design facility, finalize and secure approval for building plans, construct building, select director, recruit staff and students.
City	Yes	Amend Metro Centre Community Improvement Plan to reflect recommendations of Downtown Master Plan and Action Strategy. Allocate funding to new residential grant program and implement program for limited period (e.g. \$20,000 per unit, with a target of 10 units per year for 3 years). Refer to Appendix B for additional program details.
City, GSDC, Private	Yes	Work with Transit and private landowners at intersection of Paris and Elm to create long term, phased development plans for the intersection and implement first phase of development. Consider developing Official Plan policies to direct significant new office development to Downtown Sudbury as part of Official Plan Review.
Cambrian, Province	No	Discuss possibility with Cambrian to confirm interest, feasibility and next steps.
City, Other	No	Complete Board Strategic Plan, refresh functional program, investigate partnership opportunities, confirm site, secure funding, develop and secure approval for building plans, construct building and operate facility.
City, Federal, Province, Private	Yes	Develop tertiary plan and design guidelines, amend Zoning By-law (if necessary), formulate a two stage call for proposals, implement call, select preferred lead developer, develop and secure approval for detailed development plans, and construct park as demand warrants.

#	Project	Phase (years)	Related Projects	Suggested Project Lead & Partners
04	Multi-Use Recreation & Conference Complex / Hotel	10+	Minto Civic Corridor, Van Horne Street Realignment, South Parkade, Brady Street calming	Developer (through RFP) <i>City, Province</i>
03	Rainbow Centre Improvements	Ongoing	Parc des Pins, Beech Street Mews, Elm Street Rebuild	Private <i>City</i>
04	Sudbury Community Arena Upgrade	Ongoing	Minto Civic Corridor, Station Plaza	City <i>Private</i>
14	Mixed-use Infill	Ongoing	Site dependant	Private <i>City, BIA, DVDC</i>
15	Residential Edge Development	Ongoing	Ste. Anne Extension, Monck Community Park, Central Library, Residential Incentive Program	Private <i>City, DVDC</i>
08	City of Sudbury Visitor Centre	10+	Tom Davies Square Upgrade	City <i>Province, Federal</i>
-	Railyard Relocation	10+	Inno-Tech Park, South District	CP Rail <i>City, Imagine Sudbury, Private</i>

Potential Funding	Policy Update	Next Steps
City, Provincial, Federal, private	No	Develop more detailed business case and detailed tertiary plan and design guidelines, formulate a two stage call for proposals, implement call, select preferred lead developer, develop and secure approval for detailed development plans, and build and operate facility.
Private	No	Continue to improve façade and exterior area, consistent with recommendations of Downtown Master Plan and Action Strategy, including partnering with CGS on improvements, when Elm Street is approved.
City, Private	No	Complete Arena Renewal Strategy and upgrade accordingly. Liaise with current and possible future tenants to discuss new opportunities.
Private	No	Refer to #12 above.
City, Private	No	Refer to #12 above.
City, Province, Federal	No	Complete 2011 Visitor Information Survey to confirm need. If needed, develop functional program, explore opportunities for co-location and/or adaptive re-use, confirm preferred approach, secure funding and develop new facility. Design and develop Downtown Tourism Strategy and related marketing materials.
CP, Federal, Province, Private.	Yes	Confirm feasibility, prepare and implement long term relocation plan.

#	Project	Phase (years)	Related Projects	Suggested Project Lead & Partners
Access & Connections 				
19	Nelson Bridge Retrofit / Security Upgrade	1 to 5	Nelson Street Park, Elgin Greenway	City <i>CP Rail, Sust. Mobility Advisory Panel, Rainbow Routes</i>
18	Riverside Pedestrian Tunnel Upgrade	1 to 5	Elgin Greenway, Station Plaza	City <i>CP Rail, Sustainable Mobility Advisory Panel, BIA, Rainbow Routes, Connect the Creek,</i>
20	Cedar Street Pedestrian Bridge	1 to 10 (With parkade (see #25))	Laurentian School of Architecture, Cedar Street Pedestrian Bridge, Inno-Tech Park	City <i>Private, Laurentian University</i>
25	West District Parkade (approx. 200 to 250 spaces)	1 to 10	Laurentian School of Architecture, Cedar Street Pedestrian Bridge, Inno-Tech Park.	City <i>Private</i>
21	St Anne Extension and Cycle Route	6 to 10	Elm Street Rebuild, Monck Community Park, Residential Opportunity Sites	City <i>Sust. Mobility Advisory Panel, Rainbow Routes, Connect the Creek</i>
22	Grey Street Pedestrian Connection	6 to 10	Memorial Park Expansion, Brady Green Stair, Brady Street calming	City <i>YMCA / Older Adults Centre and Various Military Organizations</i>
26	South District Parkade (approx. 200 to 250 spaces)	6 to 10	Van Horne Street Realignment, Transit Terminal Relocation	City <i>Private</i>
30	Laneway Upgrades	Ongoing	N/A	City <i>Greater Sudbury Police Services</i>
16	CP At-Grade Rail Crossing	6 to 10 or 10+ Tied to dev'p.	Larch Street Extension West, Elgin Greenway, Inno-Tech Park	City (Roads) <i>CP Rail</i>
16	Larch Street Extension - West	6 to 10 or 10+ Tied to dev'p.	Larch Street Rail Crossing, Inno-Tech Park, West District Parkade	City <i>Private</i>
19	Nelson Street Bridge Upgrade / Replacement	10+	Nelson Street Park, Elgin Greenway	City <i>CP Rail, Sustainable Mobility Advisory Panel, Rainbow Routes</i>

Potential Funding	Policy Update	Next Steps
City, Private, Other	No	Conduct safety audit of bridge and area, develop detailed landscape and bridge improvement plan, secure funding and implement improvements.
City, CP Rail, Federal, Province	No	Conduct safety audit of underpass and area, develop detailed engineering and landscape plans, secure funding and implement improvements.
Private, City	No	Pedestrian Bridge tied to construction of parking structure and is a component of the West District Parkade. Design bridge in consultation with CP and LU. Secure approval for bridge from CP and construct, as part of West District Parkade.
Private, City	Maybe	Approve and implement the Downtown Parking Strategy. Establish acceptable parameter to finance, build and operate facility and, if necessary, issue proposal call to attract private sector partner. Consider amending the Metro Centre CIP to stimulate private investment with Tax Increment Equivalent Grants.
City	No	Prepare more detailed plans, secure funding and implement improvements.
City	No	Develop detailed design plan, secure funding and implement improvements.
Private; City	No	Approve and implement the Downtown Parking Strategy. Establish acceptable parameter to finance, build and operate facility and, if necessary, issue proposal call to attract private sector partner. Consider amending the Metro Centre CIP to stimulate private investment with Tax Increment Equivalent Grants.
City	No	Conduct a Safety Audit of laneways in downtown. Introduce new lighting and security features as necessary.
City, CP, Federal, Province	No	Amend Official Plan to show proposed crossing and Larch Street Extension – West. Engage CP with intent of negotiating and entering into an Agreement for the crossing. File the Agreement to the Canadian Transportation Agency. Fund and construct the crossing
City, Private	Yes	Amend the Official Plan to identify the extension of Larch west from Elgin to Lorne. Design, fund and implement extension in conjunction with Inno-Tech Park Development.
City, CP Rail, Federal, Province, Other	No	Replace bridge, as needed.

#	Project	Phase (years)	Related Projects	Suggested Project Lead & Partners
23	Beech Street Mews	10+	Parc des Pins, Rainbow Centre Improvements, Elm Street Rebuild	City <i>Rainbow Centre, Ste. Anne des Pins</i>
27	Central District Parkade (approx. 120 to 160 spaces)	10+	N/A	City <i>Private</i>
28	Transit Terminal Relocation	10+	Van Horne Street Realignment, South Parkade, Minto Civic Corridor	City <i>Federal, Province, Private</i>
24	Van Horne Street Realignment	10+, tied to devp.	Multi-Use Recreation & Conference Centre Complex/Hotel, South District Parkade, Transit Terminal Relocation	City (Roads) <i>Private</i>
16	Larch Street Extension - East	10+, Tied to devp.	Residential development	City <i>Private</i>
17	Expansion of Cycle Network	As part of other projects.	Ste. Anne Road Extension, Elgin Street Greenway	City <i>Sustainable Mobility Advisory Panel, Rainbow Routes.</i>
28	Transit Terminal Upgrade	10+,	N/A	City
29	District Energy Expansion	On-going, as part of other projects	Various	SDEC <i>City</i>

Potential Funding	Policy Update	Next Steps
City, Private	No	See #41 below.
Private, City	No	Approve and implement the Downtown Parking Strategy. Build lessons learned from construction of other parkades into parameters to finance, build and operate facility, including method of procurement.
City, Federal, Province, Private	No	Upon completion of new transit garage, begin to plan for long term relocation of transit terminal, funded in part, from proceeds raised from the sale and development of the site for prestige office purposes (see Project # 2 above).
Private, City	No	Refer to #4 above.
Private, City	Yes	Explore possibility of implementing extension as part of the Centennial Enterprise proposal. Implement, if feasible
Varies by project	No	See relevant project descriptions.
City, Federal, Province	No	Upgrade terminal, as required.
SDEC	No	Continue to use all reasonable efforts to provide active support to an expanded district energy system.

#	Project	Phase (years)	Related Projects	Suggested Project Lead & Partners
Beauty & Pride 				
31	Elm Street Greening and On-Street Parking Pilot	1 to 5	St Anne Extension, Rainbow Centre Improvements, Retail Opportunity Sites, Mixed-use Infill, Heritage Strategy, Celebrate the Creek	City <i>BIA, DVDC, Private</i>
32	Paris Street Beautification - Planting	1 to 5	Carleton Street Park, Celebrate the Creek	City <i>BIA, Connect the Creek</i>
37	Tom Davies Square Upgrade	1 to 5	Memorial Park Expansion, Minto Civic Corridor, Visitor Centre, Celebrate the Creek Water Features	City
39	Station Plaza	1 to 5	Elgin Greenway, Minto Civic Corridor, Bridge of Nations Upgrades, Nelson Street Bridge Upgrades, Farmers' Market	City <i>CP Rail</i>
44	Bridge of Nations security upgrade and lighting improvement	1 to 5	Elgin Greenway, Nelson Street Bridge Upgrade	City <i>Police Service, BIA, Lions, Private</i>
45	Carleton Street Park	1 to 5	Paris Street Beautification, Downtown Planting Program, Celebrate the Creek Water Features	City <i>Horticulture Society, Connect the Creek</i>
46	Larch Street Plaza	1 to 5	Laurentian School of Architecture, Elgin Greenway	City <i>Laurentian University</i>
50	Heritage Strategy	1 to 5	Residential Infill, Mixed Use Infill, Retail Strategy	City <i>Municipal Heritage Advisory Panel, Private</i>
35	Elgin Greenway	1 to 5	Laurentian School of Architecture, Station Plaza, Riverside Pedestrian Tunnel Upgrade, Nelson Street Bridge Upgrades	City <i>Laurentian University, Sust. Mobility Advisory Panel, Rainbow Routes, Others</i>
31	Elm Street Rebuild	10+	St Anne Extension, Rainbow Centre Improvements, Retail Opportunity Sites, Mixed-use Infill, Heritage Strategy, Celebrate the Creek Water Features	City <i>BIA, DVDC, Private</i>
33	Durham Shared Street Upgrade	6 to 10	Mixed-use Infill, Retail Opportunity Sites, Laneway Upgrade Strategy, Heritage Strategy, Brady Green Stair	City <i>BIA, DVDC, Private</i>
36	Memorial Park Expansion	6 to 10	Brady Green Stair, Grey Street Pedestrian Connection, Minto Civic Corridor, Tom Davies Square Upgrade, Celebrate the Creek Water Features	City <i>Various Military Organizations, Private, Other</i>

Potential Funding	Policy Update	Next Steps
City, BIA, DVDC; Private	No	Consider Elm Street On-Street Parking Pilot at Operations Committee and, if approved, implement pilot project in 2012. Prepare detailed Public Realm Plan for upgrade of Elm Street.
City, BIA, Private, Other	No	Refine planting plan and associated cost estimate. Secure funding and implement green improvements, where possible, within existing cross section.
City, Other	No	Refine concept plan, programming recommendations and budget. Secure funding. Initiate international design competition for improvements and implement winning improvement scheme.
City; CP Rail	No	Acquire site from CP. If acquired, develop detailed landscape plan, secure funding and implement improvements. Station Plaza design should be integrated with Elgin Street Greenway design.
City	No	Update safety audit of underpass and immediately surrounding area. Introduce new lighting and other security features, consistent with the recommendations of the Master Plan and Action Strategy, as necessary.
City, Private, Other	No	Upgrade park as part of Paris Street Beautification.
LU	No	Plaza could be incorporated into site plan for Laurentian School of Architecture.
City	Yes	Implement heritage strategy as recommended in the Master Plan and Action Strategy and Heritage Position Paper, as appropriate.
City; Laurentian University, Private, Other	Yes	Refine plans, secure funding and implement improvements.
City, BIA, DVDC, Private, Other	No	Refine plans, secure funding and implement improvements.
City; BIA; DVDC; Private	No	Refine plans, secure funding and implement improvements.
City, Private, Other	No	Refine plans, secure funding and implement improvements.

#	Project	Phase (years)	Related Projects	Suggested Project Lead & Partners
34	Brady Street Calming	6 to 10	Brady Green Stair, Grey Street Pedestrian Connection, Minto Civic Corridor, Multi-Use Recreation / Conference & Hotel Complex	City <i>BIA, DVDC, Private</i>
40	Brady Green Stair	6 to 10	Memorial Park Expansion, Grey Street Pedestrian Connection, Brady Street Calming, Durham Shared Street, Celebrate the Creek Feature	City <i>YMCA; Parkside Older Adults Centre</i>
44	Bridge of Nations and Brady Street underpasses	6 to 10	Elgin Greenway, Brady Street Calming and Green Stair, Nelson Street Bridge	City <i>CP Rail</i>
47	Nelson Street Park	6 to 10	Elgin Greenway, Nelson Bridge Upgrade	City <i>CP Rail, Sustainable Mobility Advisory Panel; Rainbow Routes; Horticulture Society</i>
38	Minto Civic Corridor	1 to 5: Larch to Brady 10+: Brady to Elgin	Memorial Park Expansion, Tom Davies Square Upgrade, Brady Street calming	Larch to Brady: City Brady to Elgin: Private
41	Parc des Pins	10+	Beech Street Mews, Rainbow Centre Improvements, Celebrate the Creek Water Features, Elm Street Rebuild	City <i>Adjoining Property Owners, Connect the Creek</i>
48	Monck Community Park	10+	Ste. Anne Extension, Celebrate the Creek Water Features, Residential Opportunity Sites	City <i>Property Owner, CANS</i>
43	Inno-Tech Common	10+, tied to devp.	CP Crossing, Larch Street Extension West, Inno-Tech Park, Cedar Street Pedestrian Bridge	Private City
42	Downtown Planting and Streetscape Improvement Program	Ongoing	Various	City <i>BIA, DVDC</i>
49	Public Art Strategy	As part of other projects.	Monck Community Park, Parc des Pins, Carleton Street Park, Station Plaza, Tom Davies Square Redesign, Laurentian School of Architecture	City <i>Arts & Community Groups</i>
52	Celebrate the Creek Water Features	As part of other projects	Monck Park, Parc des Pins, Elm Street Rebuild, Paris Street Beautification, Carleton Street Park, Tom Davies Square Redesign, Memorial Park Expansion, Brady Green Stair	Varies by project

Potential Funding	Policy Update	Next Steps
City, BIA, DVDC, Private	No	Improve quality of Brady and Minto Street intersection and upgrade existing landscape areas in immediate term. Refine plan and cost estimate for longer term improvements. Secure funding and implement improvements.
City; YMCA; Parkside Older Adults Centre	No	Discuss project with YMCA/OAC. If consensus, refine plan and cost estimate. Green Stair could be included in design competition for Memorial Park and Tom Davies Square.
City, CP, Federal, Province	No	Prepare a Gateway Plan showing necessary improvements to gateways identified in Plan, using existing Streetscape Plan as starting point. The gateway plan should include a lighting strategy.
City, CP Rail, Private, Other	No	See Project # 18 above.
City, Private	No	Consider improvements to Larch to Brady as part of Tom Davies Square redesign and Memorial Park Upgrade.
City, Private, Other	Yes	Work with landowners to create landscape and property acquisition strategy. Secure funding and implement improvements.
City, Private, Other	Maybe	Work with owner to explore opportunity and acquisition strategy. Secure site, develop plan, fund and implement.
Private	Maybe	Develop park as part of Inno-Tech Park Development.
City, BIA, DVDC, Private	No	Complete streetscape improvements along Cedar Street and implement improvements along Larch Street, Lisgar Street and Young Street in that order of priority, consistent with streetscape study. Improve one street per year. The balance of the streets downtown, would be improved consistent with this Master Plan. As a separate item, develop a five year capital plan to replace all streetlights downtown with the new standard called for in the streetscape study and bring capital plan to Council for separate approval.
City, Federal, Province, Private	Yes	Develop new public art installations in locations recommended in Master Plan and Action Strategy as part of proposed capital projects. Create a public art policy in Official Plan as part of Official Plan Review and consider levying a 1 percent fee for public art for public developments in Downtown Sudbury.
Varies by project	No	Work with partners to ensure that Nolin and Junction Creeks are appropriately acknowledged through landscaping in appropriate parks and streets, as noted above.

Policy Directions

To allow the growth that will help bring forward the vision, some of the City's regulatory policies and zoning controls need to be amended.

6.2.1 City of Greater Sudbury Official Plan

The Official Plan is the most important land use planning tool in the City. It was developed over a four-year time period involving extensive consultation with the community and other stakeholders (including more than 45 public meetings and 30 stakeholder consultations) before being adopted by City Council in 2006 and ultimately approved in 2008. The City will be reviewing its plan later this year.

Although the Master Plan Vision and many of its specific initiatives can be supported by existing Official Plan policies, amendments to some policy areas will help strengthen the role of the Downtown and the intentions of the Master Plan. Recommended amendments to be addressed through the five-year review of the Official Plan include:

- Section 4.2.1 should be reviewed and revised in light of the recommendations within the Master Plan and Action Strategy. In particular, the Section 4.2.1.2 should specify priority capital projects to be realized over the next ten years as part of the Master Plan and Action Strategy.
- Parks and Open Space programs listed under section 7.2.1 should identify the upgrade of Tom Davies Square as a priority as well as connecting Tom Davies Square to Memorial Park.
- Road Network Implementation Priorities presented in section 11.2.2.1 should be updated to reflect proposed roadway upgrade and extension in Master Plan area.
- To facilitate the growth of transit across the city, Section 11.3 should include reference to the longer term opportunity to relocate and expand the transit centre within the Downtown boundaries.
- Active Transportation: Pedestrian And Bicycle Network programs listed under section 11.7 should reference the development of Elgin Greenway system and Ste. Anne Road cycle route.
- Section 13.2 should be reviewed and updated in light of the Heritage Strategy presented in the Master Plan. This includes making reference to specific heritage incentives available to the downtown as part of the Heritage Structures, Districts And Cultural Landscapes programs.
- Economic Development objectives presented in Section 17.1 should be augmented with a specific policy objective relating to directing office employment to the downtown (Class A and business park formats).
- Economic Development programs listed under section 17.6 should be augmented with the following:
 - Policy 17.6(f) – make a direct reference to a downtown Business Park / Innovation Park.
 - Policy 17.6(h) – should emphasize more strongly the importance of creating a downtown that is the centre of activity for Northern Ontario.
 - A new program policy, 17.6(i), should be introduced that focuses on The City of Greater Sudbury as a centre for education and training in the north. Specific reference should be made to growing and diversifying the City's educational offer through an expansion of educational services in the downtown.
- Housing objectives presented in section 18.1 should actively promote the development and growth of a housing market downtown and outline those relevant strategies recommended by the Master Plan and Action Strategy.
- Section 18.1 should reference the housing targets for the Greater Downtown as presented in Section 3.3. of the Master Plan
- Schedule 1a Land Use should be amended to reflect new park spaces proposed in Master Plan (Elgin Greenway, Parc des Pins, Monck Park and smaller community parks).
- Schedule 1a Land Use should be expand the formal boundary of the Downtown towards the north, as illustrated in the Master Plan.

- Schedule 5 Trails should be amended to show new cycle routes along Ste. Anne Street and Elgin Greenway.
- Schedule 6 Transportation Network should be amended to add proposed new roads, including Larch Street West and Ste Anne extension.
- Schedule 7 Road Right of Way Widths should be reviewed with ROW widths for Paris, Brady and Elm street reconsidered once detailed design of road upgrades agreed.
- Recommend that Class A office growth be directed towards the Downtown. Restrict premium office growth in other locations.

During the Official Plan Review process, City Staff may identify additional suitable updates to implement the Master Plan and Action Strategy.

Official Plan Review

The purpose of the Official Plan is to provide a plan of how to achieve the community that people collectively desire. All municipalities are required under provincial law to undertake an Official Plan Review at least every five years, and the process must include extensive public and stakeholder consultation. The City of Greater Sudbury is about to embark on its Official Plan Review process, where they will be required to collect public comment on how the Official Plan should be updated to reflect new and emerging community priorities.

Through the Official Plan Review Process, agencies, stakeholders and downtown communities should work to ensure that the Vision and opportunities presented in the Master Plan are fully represented in the updated Official Plan.

6.2.2 Zoning Bylaw 2010-100Z

The Zoning Bylaw for the City of Greater Sudbury has recently benefited from a comprehensive update, which replaced and consolidated eight Zoning By-laws into one zoning control document for the City of Greater Sudbury. No appeals to the Ontario Municipal Board were filed and the by law came into force in September 2010.

To promote growth and investment in the downtown, the existing zoning permissions for the Downtown are generous. However, some minor amendments are recommended to bring the bylaw in line with the Master Plan proposal. Amendments suggested include:

- Consider introducing a more restrictive height strategy to protect views to surrounding landscapes and maintain existing heritage character of the central portion of Downtown. Height limits should be placed along Durham Street and portions of Cedar, Larch, Elm, Elgin streets (refer to Section 4.3.4).
- Require provision of dedicated bicycle parking areas on any new surface parking lots in the Downtown.
- Require all major new-build development in the Downtown to provide on-site parking, as per the existing bylaw standards.
- Do not allow residential units at-grade along retail streets (Durham, Elgin, Larch and Cedar)

City Staff may identify additional suitable updates to implement the Master Plan and Action Strategy.

6.2.3 Metro Centre Community Improvement Plan

The Metro Centre Community Improvement Plan was first approved by the Council for the former City of Sudbury in the late 1980's and amended over time to respond to new issues and opportunities.

This CIP is the legislative vehicle through which the city created and administered its successful Tax Increment Finance Program and Financial Incentives for Downtown Renewal (e.g facade improvement grants) Pilot Program. This latter program was recently wound down, with a program evaluation report to Council earlier this year. The City is also in the process of developing a new Community Improvement Plan for its Town Centres and there is some thought to harmonize the financial incentives offered in the Downtown and Town Centres.

Community Improvement Plans are very unique and useful tools and the City of Greater Sudbury should clearly continue use this tool to stimulate change, consistent with the recommendations of the Master Plan and Action Strategy.

To this end, the Metro Centre Community Improvement Plan should be updated to:

1. Re-brand the Community Improvement Plan as an implementation vehicle of this Master Plan;
2. Harmonize the boundaries of the Tax Increment Finance component of the plan as well as the Development Charge By-law with the Financial Incentives for Downtown Renewal component, to reflect the boundaries recommended by the Master Plan and Action Strategy.
3. Adjust the existing Tax Increment Finance (now more commonly known as Tax Increment Equivalent Grants - TIEG) to provide the incentive to developers earlier in the process by reducing the grant period from its existing ten year period to a shorter time frame (e.g. five years) with a corresponding adjustment to the grant sliding scale.
4. Refocus the TIEG Program to match some of the key planning objectives of the Master Plan and Action Strategy, namely the creation of new residential, office and retail space, as well as new structured car parks.

5. Create a per-unit grant program to kick start the residential construction market, as recommended in the Master Plan and Action Strategy.
6. Realign the existing Facade Improvement Grant Program and Building/Planning Fee Grant Program in line above programs.
7. Expand the formal boundary of the Downtown to the north, as illustrated in the Master Plan, and bring it in line with the Official Plan.

All other elements of the Plan, including the Building Improvement Loan Program, should be removed.

Similar programs could be considered for use in the Town Centres through the Town Centre Community Improvement Plan.

6.2.4 Growth Plan for Northern Ontario

The Growth Plan for Northern Ontario is a strategic framework that will guide decision-making and investment planning in Northern Ontario over the next 25 years. The goal of the plan is to build stronger, prosperous northern communities by better managing growth, making more efficient use of infrastructure and directing investment to create a globally competitive regional economy.

The regional importance of Downtown Sudbury has been formally recognized by the Province in its Growth Plan for Northern Ontario, which identifies the Downtown as one of five “strategic core areas” in the North where a significant portion of future residential and employment development is to be directed. The Plan calls for revitalization strategies to be prepared for strategic core areas to facilitate growth and investment and capitalize on future government funding opportunities.



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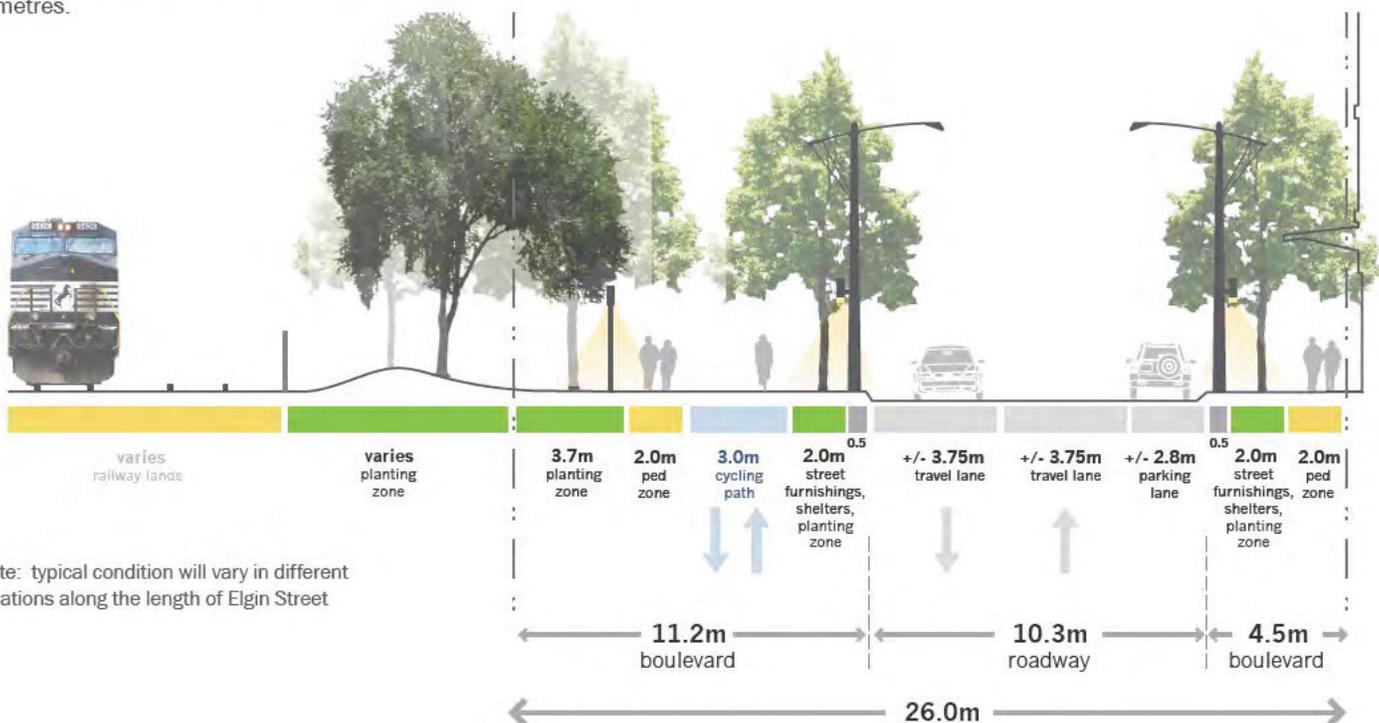
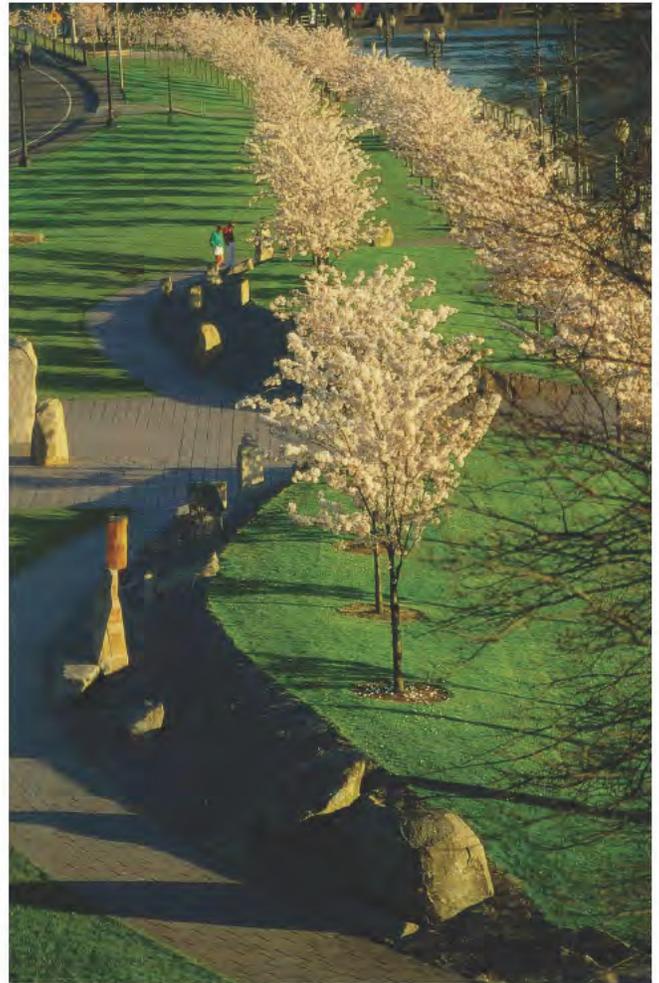
Appendix A
Priority Capital
Projects

Elgin Greenway (project 35)

A new 'green edge' is proposed for the south-western side of Downtown Sudbury. Running the length of Elgin Street, the Elgin Greenway will provide a beautiful new face to the downtown, buffer the downtown from the rail land and create an expansive shared-use trail that connects the downtown to the lake, the hospital and the university beyond. In the fullness of time, it is envisioned that the Elgin Greenway will complete the missing active transportation link between the institutions in the north such as College Boreal and the university and other attractions in the south.

The Greenway will act as a linear park, linking several of the downtown's most popular destinations and also providing better access to key neighbourhood connections, such as the Nelson Bridge and a new pedestrian bridge at Riverside Drive. The landscape design for the Greenway should echo Sudbury's northern landscape and include trees, rock and water features. It is recommended that public art installations that celebrates Sudbury's heritage be integrated into the design of the Greenway, punctuating key intersection and vistas.

A potential cross-section for the greenway is presented below. Given the varying characteristics of the right-of-way, the cross-section will need to be somewhat flexible. For example, on-street parking could be provided in some locations, but restricted in others to allow for turning lanes. From a cycling perspective, it is recommended that the ideal cross-section for the multi-use path be 3 metres, not including space for pedestrians. If the path is shared with pedestrians, the width should be 4 metres.



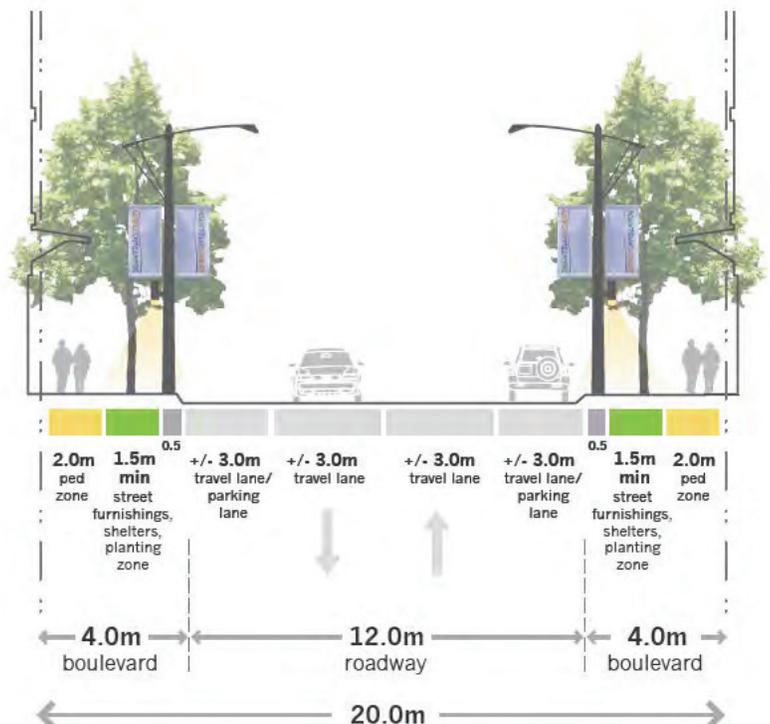
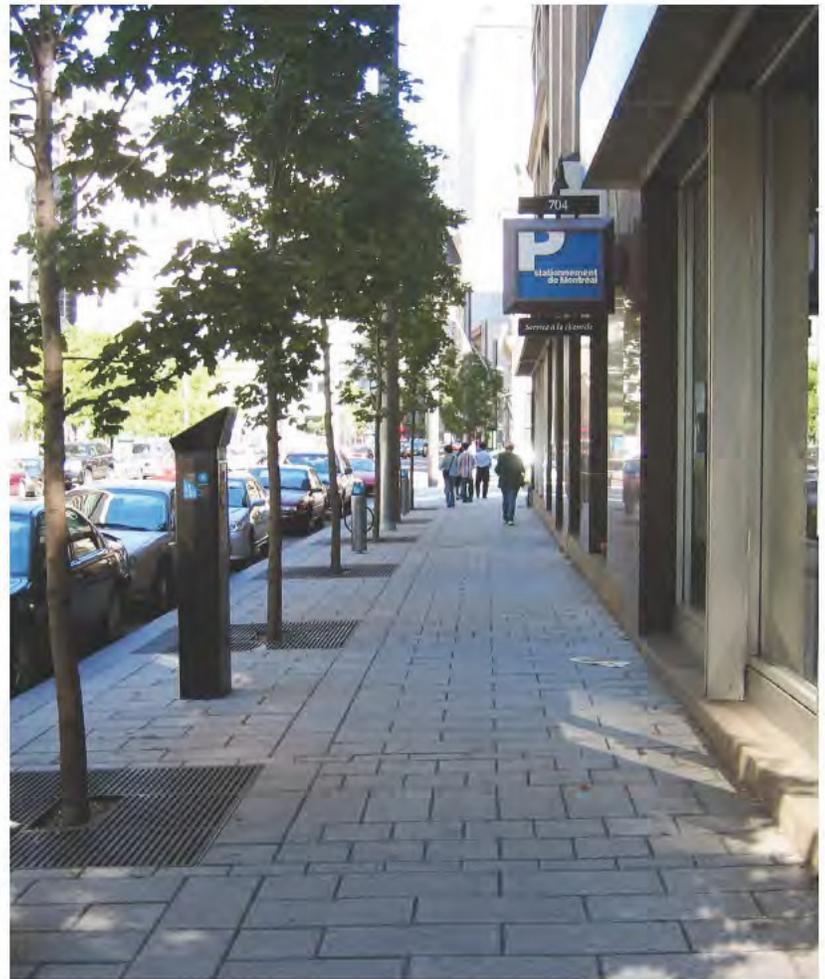
Elm Street Rebuild (project 31)

Elm Street is Sudbury's historic Main Street and remains one of the most important east-west connections in the downtown. Today, Elm Street is designed to favour the vehicle. This street could be redesigned to better balance the needs of vehicles and pedestrians and create a better balance for main street retail and residential.

The goal of this initiative is to rebuild and reinvent Elm Street as a highly visible symbol of a prosperous future for the City of Sudbury. A comprehensive makeover of this Main Street would be a central component of a new message about the quality of life, not only in the Downtown, but for the wider City of Greater Sudbury.

Bringing renewed life to one of Sudbury's most important Main Streets will begin with the restoration of Elm Street between Paris Street and Lorne Street, and will require the following actions:

- Introduce traffic-calming measures, including on-street parking, landscaping, enhanced pedestrian crossings to make Elm Street more pedestrian friendly.
- Through lane reductions, on-street parking could be accommodated on one or both sides of the street as a pilot project. This would become permanent when the Ste. Anne Road/College Street connection is completed. Initially the parking could be free to avoid the need for new meters.
- Continue improvements to façades of the Rainbow Centre, including potentially redesigning the loading and driveway access from Elm Street (in cooperation with the mall owners).
- Streetscape treatments the length of Elm Street including a planting scheme and street furniture.
- Consider celebrating the Nolin Creek alignment through art/signage in the public realm.
- Remove the medians along Elm Street between Durham Street and Paris Street in order to create more generous pedestrian zones.
- A new hard landscaped linear plaza fronting the Rainbow Centre and opening onto Elm Street.

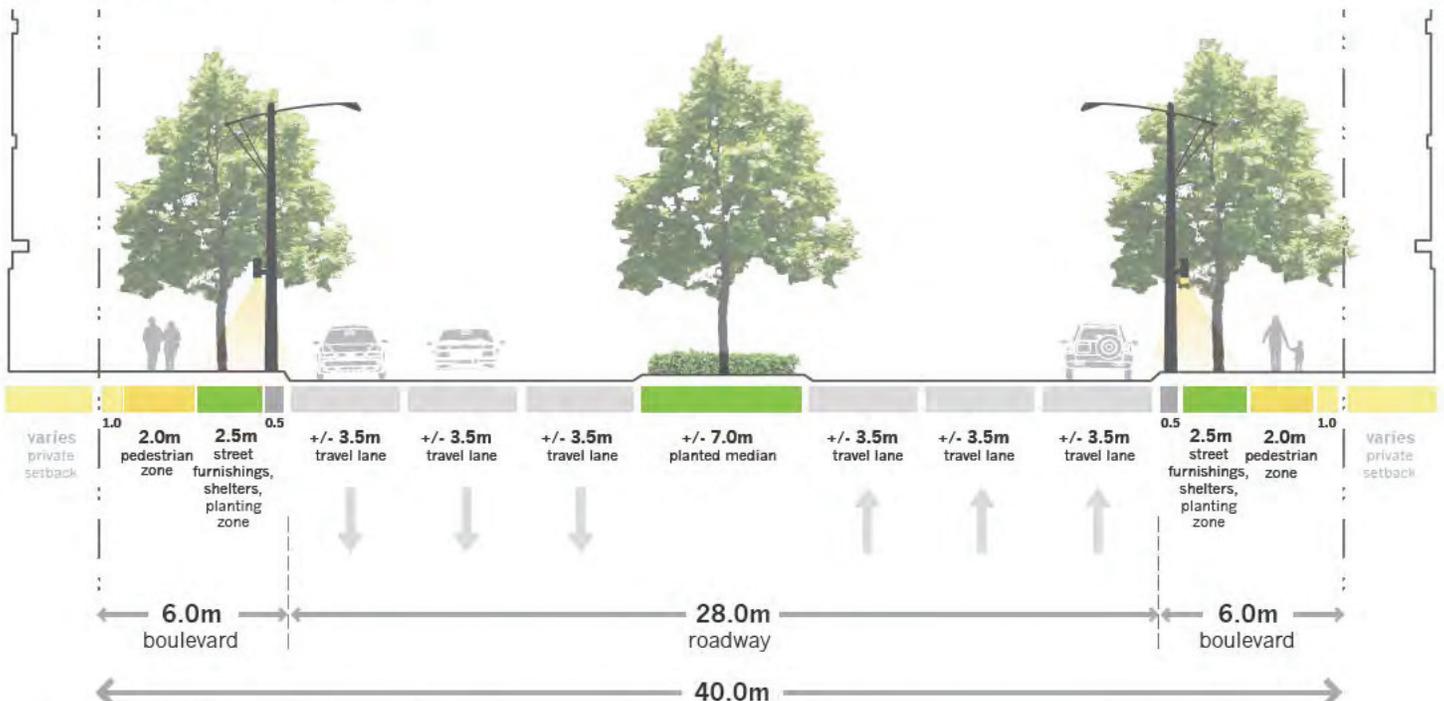


Paris Street Beautification (project 32)

Paris Street forms part of an important north-south corridor that connects the South End to the Valley and beyond. It is the most important corridor leading into Downtown Sudbury. As the welcome mat to the city, this street should create a strong and positive impression and relay the story of what it means to be from Greater Sudbury.

Paris Street should be beautified to better meet these goals. Advancing the City's greening agenda, Paris Street would benefit from an aggressive landscaping scheme (street trees, shrubbery and plants) between the Bridge of Nations and Ste. Anne's Road. Planting would help beautify the street, better define and contain its expansive edges and reinforce the message that Sudbury is a 'green city' and 'city of nature'. In the short term, planting would be undertaken in the medians (where space permits) as well as the boulevards along the east and west sides of the road. A new park space could be introduced on the residual lands to the east of Paris between Cedar and Larch. Part of the beautification of Paris Street would include a public art component that celebrates Sudbury's heritage. Art installations could be installed along the medians or at the junction of Notre Dame and Elm Street.

There may not be sufficient room at Elm/Notre Dame to install new public art in short term. The Downtown Streetscape Study Phase 2 recommended that public art be installed in the median at Notre Dame and Ste. Anne Road, as well as Paris Street and Van Horne. This could be accomplished in the short term.

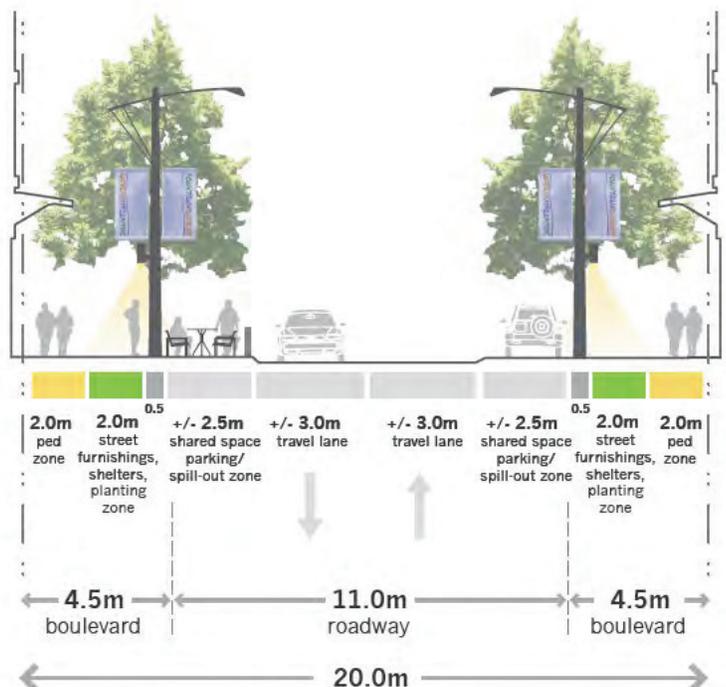
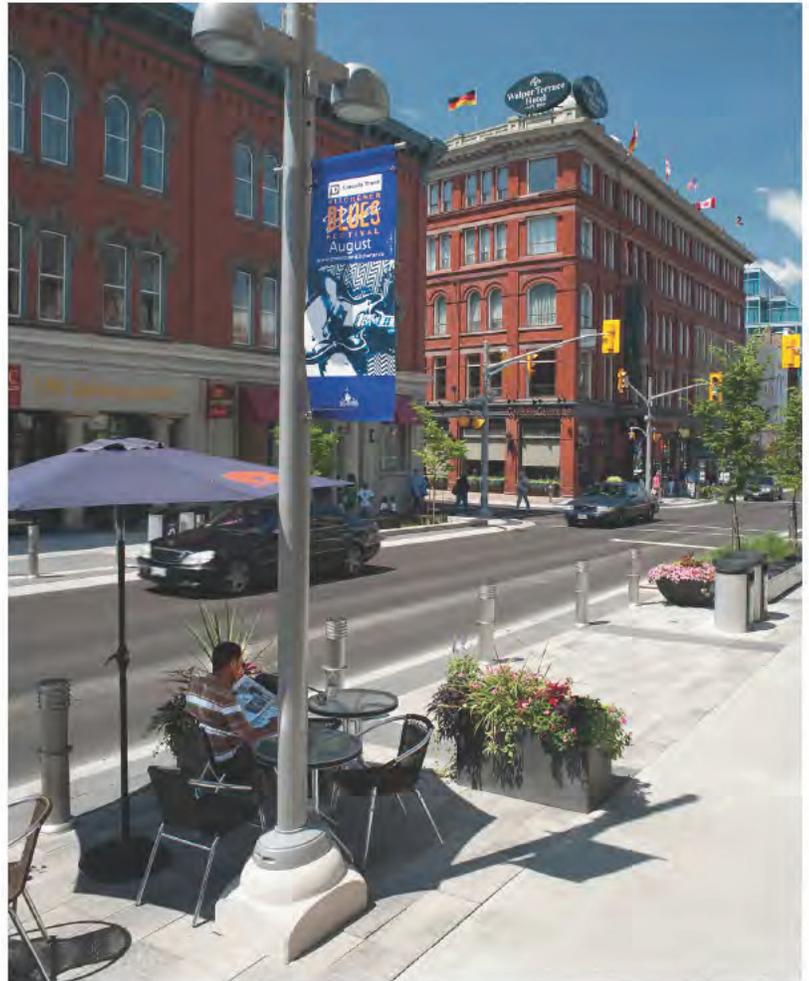


Durham Street Upgrade (project 33)

Durham Street is Downtown Sudbury's most important shopping and dining street. This busy street is the primary spine of the Downtown, connecting the traditional Main Street of Elm to the emerging Arts & Culture Quarter along Elgin Street. To showcase this busy street and to help enhance the downtown experience as a whole, Durham Street would benefit from an upgrade of its public realm condition.

Key improvements to Durham's public realm would include:

- Introducing a special paving treatment along the length of Durham to create a condition unique to this shopping and dining spine. The paving treatment would be used to differentiate Durham Street from other downtown streets.
- The paving treatment would delineate a 'shared-use zone', where on certain days parking spaces could transition into spill out spaces and terraces to support the restaurants and cafes. The occasional transformation of Durham Street into a pedestrian only zone should also be continued for major downtown events.
- Treatments for Durham Street could also include raising the entire street in front of the YMCA or between Cedar and Larch Street to provide event space in conjunction with temporary closures.
- Renewed landscaping the length of Durham Street.
- Renewed and coordinated street furniture and lighting the length of Durham (as per City's existing standards).
- Laneway improvements could be considered (lighting, painting, signage) for those laneways connecting through to Durham Street.
- Create an improved pedestrian link directly to Memorial Park from Durham Street.



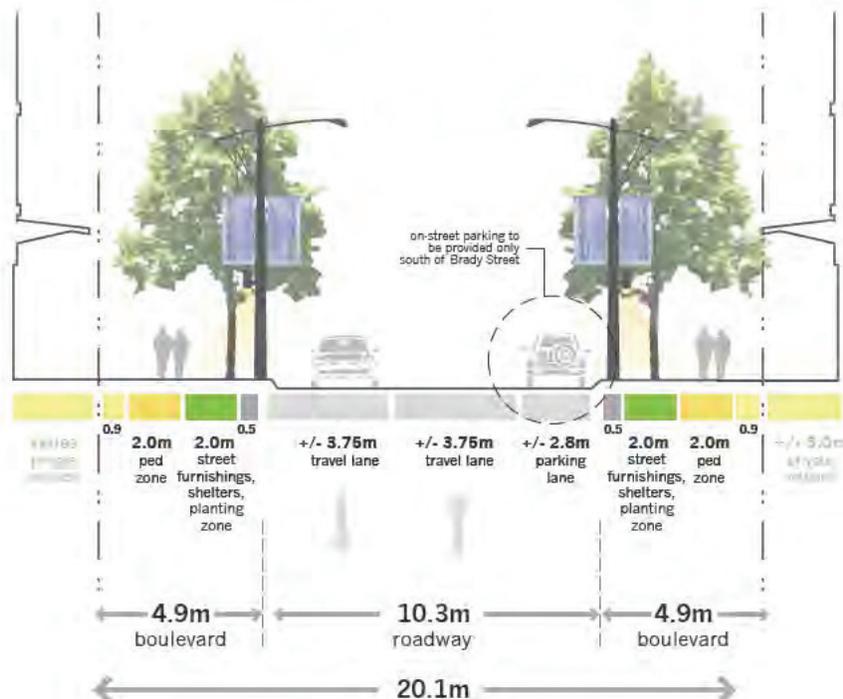
Minto Civic Corridor (project 38)

Minto Street is a small street with a big role. It is a historically important street that now holds an official designation as Veteran's Ways. In addition to its symbolic importance, Minto Street is also functionally important as one of the few north-south connections through the downtown. Minto Street also ties together the Downtown's two main public park spaces, Tom Davies Square and Memorial Park.

As a low traffic street, it is recommended that Minto Street between Brady and Larch Streets be designated as a 'shared street' and support a special surface treatment that defines the space as pedestrian and cycle friendly. It is recommended that the street be reconfigured to two lanes to allow for the introduction of wider sidewalks and street trees. As part of the redevelopment of the block between Elgin Street and Brady Street, Minto Street should be re-designed as a pedestrian oriented street. This would include narrower traffic lanes, raised intersections and built-in curb extensions, for example. South of Brady, an on-street parking lane would be retained. Upgrades are required at the pedestrian crossing at Minto Street and Brady Street. The reinvention of Minto Street as a pedestrian-friendly shared street will create a downtown 'pedestrian loop', including Durham, Elm, Minto and Elgin streets.

The following design parameters should be considered as part of this initiative:

- Design should work within existing right-of-way. Removal of parking allows for expanded sidewalks and planting zones.
- Introducing a special paving treatment along the length of Minto Street to create a condition unique to this civic spine. This special treatment would help to visually integrate Memorial Park with Tom Davies Square.
- Extensive tree planting is required along length of Minto Street.
- On-street parking to be provided south of Brady Street, but removed north of Brady to expand the pedestrian zone.
- Upgrade pedestrian crossing with traffic box, wide zebra-stripe road marking or different paving materials to create more visible pedestrian crossings.
- South of Brady, a minimum of 3m building setback from property line is recommended.
- Co-ordinated signage/banners/street furniture should be introduced that mirrors treatment on other Downtown streets.
- This project can be phases, with Phase 1 occurring as part of the redesign of Tom Davies Square/Memorial Park upgrade, and Phase 2 occurring with the redevelopment of land south of Brady.



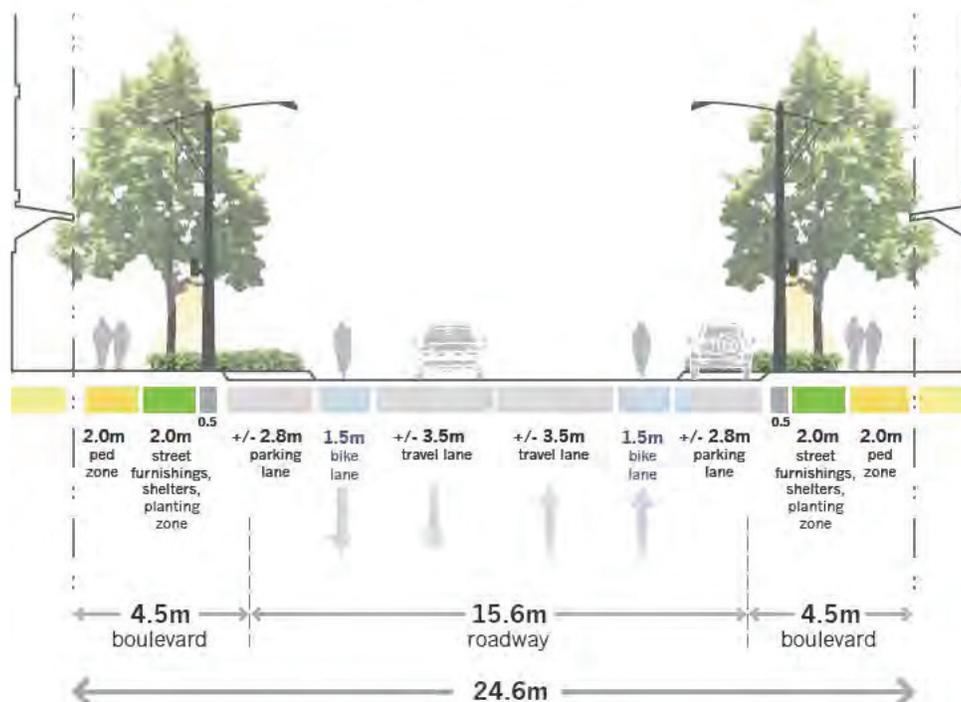
Larch Street Extension and CP Rail Crossing (project 16)

Extending Larch Street eastwards from Lorne Avenue and across the rail lands will create a new entry point into the Downtown and provide an additional vehicular connection that links into the wider Greater Sudbury network. This extension will also allow for an alternative east-west route across the tracks and through the core, helping to relieve traffic issues on Elm Street. This initiative would add a much needed second rail crossing and help to unlock the future redevelopment opportunity of the rail lands. The rail crossing is essential to access landlocked parcels for the Inno-Tech Park, to provide easier access to downtown parking provision and for making easy and effective connections to the western part of the city, should not be underestimated.

In the fullness of time and in response to emerging development opportunities, this new cross-town route could be extended to the east past Brady Street. Navigating the grade change and connecting into St Raphael Street and Howey Drive beyond, this route will create an impressive new eastern gateway into the Downtown. This eastwards extension should be designed as a pedestrian friendly street with limited vehicular capacity, which extends the existing character and urban quality of Larch Street.

The following design parameters should be considered as part of this initiative:

- The new Larch Street CP rail crossing should be at grade
- The City should work with CP to co-ordinate train signals at both Elm/Elgin and Larch/Elgin intersections.
- Street trees should be planted on both sides of the extended Larch Street.
- West of Elgin Street, the design of the Larch streetscape can transition as it moves through the Inno-Tech Park / rail lands area. In this zone, four lanes of traffic without on-street parking is appropriate, with dedicated bike lanes in either direction.
- Along the Larch Street West extension, the city should preserve the opportunity for an intersection to be introduced to allow for future redevelopment of rail lands.
- As part of the Larch Street West extension, District Energy infrastructure should be considered when designing the road.
- Lorne and College intersection should be recognized as a primary Gateway to the downtown, with Larch and Elgin as a secondary/pedestrian Gateway.
- New signalized intersections are required at College & Lorne as well as at Elgin & Larch intersections.
- The Elgin / Larch intersection should be sensitively designed to accommodate the Elgin Greenway.



This cross-section represents the Larch Street extension west of Elgin through the Rail Lands. The existing function, character and right-of-way dimensions for Larch Street should be preserved east of Elgin Street.

Ste. Anne Extension and Cycle Route (project 21)

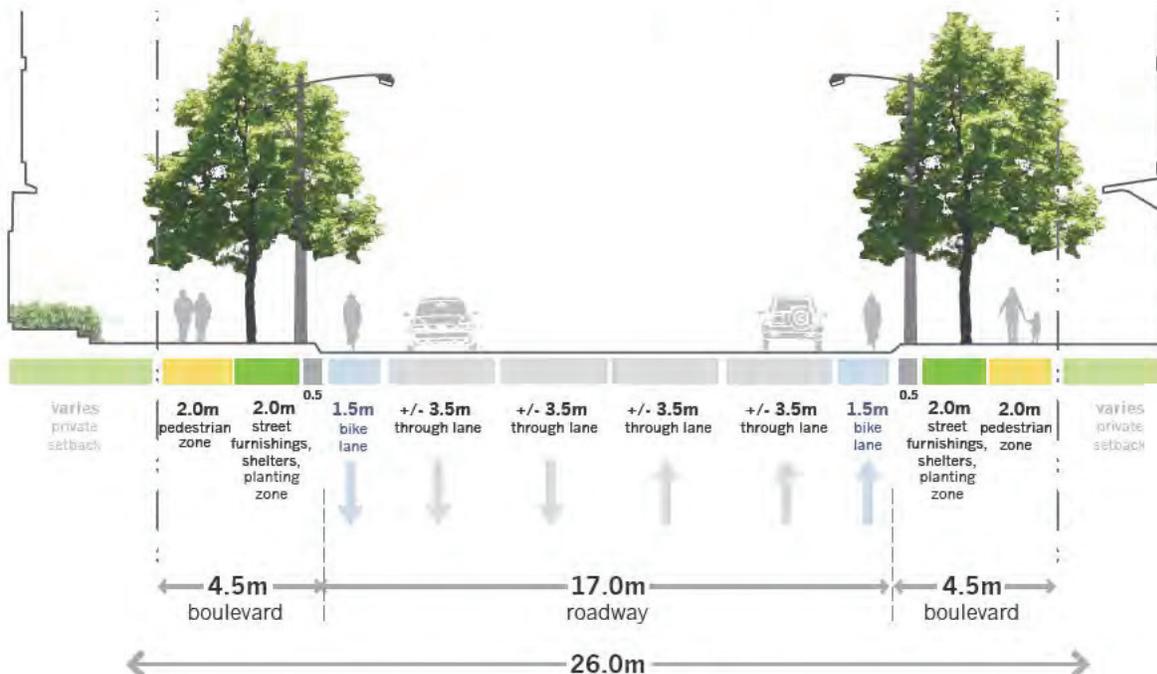
The extension of Ste. Anne's Road to connect it directly to Froid Road / College Street will provide an alternative east-west route through the downtown and remove some of the traffic from Elm Street. The extension will also create several new development parcel fronting Ste. Anne. The extension and realignment will require the removal or reconfiguration of the Sudbury Star building. In the longer term, improvements will be required to the Lorne Street underpass. The width of the street allows for the introduction of a dedicated cycling lane(s) to connect into the City's wider cycling network at Junction Creek. This new connection will provide a missing link in the cycle network and allow for a connection to be made into the new Elgin greenway multi-use path.

The following design parameters should be considered as part of this initiative:

- As a transition zone to a residential area, the Ste. Anne extension between the proposed Beech Street Mews and Froid Road should support a more modest 26m right-of-way, supporting 4 lanes of traffic, with dedicated bike lanes in either direction.
- Dedicated cycle lanes should be considered on both sides of Ste. Anne that tie into the regional system and connect to the Elgin Greenway.
- Harrows should be introduced along Louis Street and connect

the Ste. Anne cycling route through to the existing trail along Junction Creek.

- MacKenzie / Ste. Anne intersection will require a full-redesign if new development sites are to be realized.
- The proposed geometry of the College / Ste Anne intersection will need to be tested further to ensure adequate turning radius for trucks can be realized.
- In fullness of time, the College Street underpass could be upgraded (as per existing plans).
- In light of Nelson Creek alignment, topography and on-going flood risk, Ste. Anne's may be an appropriate location for the City to consider introducing bio-swales and other storm water management techniques.



Memorial Park Expansion and Grey Street Mews (projects 36, 22)

Memorial Park is the most important open space in the downtown and the main green gathering and play space in the core.

Proposed changes to the Park are mainly minor. A redesign of some of the Park's components would strengthen this role while also helping to improve perceptions of safety within the park. At present, Memorial Park has two strong edges on Brady and Minto Streets. By expanding the park to the west, and introducing a new pedestrian and cycle connection on side, a third edge could be created. This would create a better address for the YMCA services that front onto the western edge of the Park as well as help to showcase the heritage buildings (Church of the Epiphany and Knox Church) on the park by giving them additional frontage. To create this new edge condition and expand the park, parking and blank walls fronting the park along the west would have to be removed.

To reinforce this new edge and improve pedestrian and cycle mobility through the Downtown a new pedestrian path is proposed that extends north from Grey Street connecting through to Larch Street (in the longer term). This generous pathway will be multi-use, including limiting vehicular access necessary to provide access to the YMCA's covered parking area. In the long term, the removal or reconfiguration of 81-83 Larch Street would allow for the pathway to extend directly through to Larch Street

The following design parameters should be considered as part of this initiative:

Minor Improvements:

- Formalize western edge of park with new mews street, lighting and planting.
- Expand park to north west.
- Co-ordinate work with St. Andrew's Place, who are currently planning a redesign of their ground floor exterior courtyard space to better integrate with Memorial Park.
- Frame park with sidewalks on all sides (including northern edge).
- Improve lighting, especially along northern edge/laneway.
- On-going planting.
- Continue to formally program space with community events.

Longer Term Improvements:

- Extend mews street through to Larch Street to create new main entrance to park.
- Reconfigure YMCA parking access to allow redesign of southern edge of park, accommodate proposed Brady Green Stairs and improve Day Care Outdoor play space.
- New development parcel overlooking park (cultural facility? Expansion of YMCA?)



Tom Davies Square Redesign (project 37)

Tom Davies Square is the Municipality's most high profile civic space as well as the primary address for the Province of Ontario and the City's police services. When first introduced in the 1970s, the Square and its related office towers were cutting-edge design. Today, however, the space is not functioning as optimally as it could. The improvement strategy for Tom Davies Square is tied in with the upgrade of Memorial Park. These two important open spaces need to complement one another and support a more integrated design. Essentially these two parks should operate as one with the proposed Minto Civic Boulevard acting as the seam between the two. It is recommended that an international design completion be undertaken for the upgrade of Tom Davies Square.

A redesign of the square should consider addressing the following opportunities:

- Creating more inviting and permeable edges to the Square that creates improved sightlines to and through the space.
- Retain the flexible, multi-use function of the space with hard landscaping, but introduce additional green spaces to provide relief from hardscape and re-define the character of the space.

- The grade change between Memorial Park and Tom Davies Square needs to be fully reconsidered. Transition should be designed in a way to blend/flow into Memorial Park.
- Introduce a water element evocative of Junction Creek.
- Continue to provide green roofs and rooftop planting.
- Pursue discussions with Bell to invigorate the west and south facades of the Bell building.
- Opportunities for introduction of additional buildings within the Square should be fully explored. An initial assessment suggests there could be infill opportunity for a complementary office, institutional or cultural building.
- Reconsider the design of the Paris Street loading area. This high profile frontage would benefit from new architectural treatments, signage, planting, pedestrian access points, etc.
- Encourage more programming of the square through community events and festivities.



Parc des Pins and Beech Street Mews (projects 41, 23)

Parc des Pins is a bold move that will transform the northern terminus of Durham Street, introduce a new park space to the northern portion of Downtown and create an appropriate setting for the iconic churches of Christ the King and Paroisse Sainte-Anne-des-Pins. Integrating these historically and culturally important assets more closely with the heart of the downtown will help create a more positive identity and remind visitor and residents of downtown's cultural significance. Parc des Pins will be an appropriate interpretation zone for this historic district.

The following design parameters should be considered as part of this initiative:

- The closure of Durham Street north of Elm and the reallocation of this area from street to park land.
- Comprehensive re-landscaping of the area, including planting, lighting, paving
- The route of the Nolin Creek system should be represented in the landscape design of the park
- It is important to retain a strong pedestrian connection through the Parc des Pins that connects Elm Street and

Durham Street through to Beech Street and beyond to St Anne. It is recommended that the north-south portion of Beech Street be downgraded to a mews and extended along the edge of the Rainbow Centre creating a mews street from St Anne to Elm Street. This mews street should include special paving to define it as a shared street.

- Beech Street west of Elgin Street (to Durham Street) should be downgraded to servicing.
- The development of Parc des Pins should be tied into the reconfiguration / redevelopment of the Rainbow Centre's western façade. A new west entrance for the Rainbow Centre that relates to Elm Street and adjacent plaza space would greatly enhance the experience of the Rainbow Centre.
- Public art component should celebrate the unique cultural heritage of the area.



Regreening Downtown: Tree Planting Program (project 42)

Greater Sudbury is striving to become a sustainable community. Efforts to recreate healthy ecosystems on the landscape of Greater Sudbury have been underway for almost 35 years with 9 million trees planted and 3,500 ha of land repaired. Now that trees are growing on the formerly barren hills that edge the city, it time for Sudbury to turn its attention to some of its more urban settings, starting with the Downtown.

As part of this urban beautification initiative, it is recommended that existing planting in the Downtown be further augmented with additional street trees (native species) and shrubbery. All streets in the core would benefit from a programme of street tree planting. Growing the downtown's tree canopy will leave a positive environmental legacy by improving water quality, conserving energy, lowering city temperatures, reducing air pollution, enhancing property values, providing wildlife habitat, and making beautiful public spaces.

Several comprehensive streetscape initiatives are planned for keys streets in the downtown. These will undergo their own greening program and are excluded from this larger tree planting program. These projects include Elm, Durham, Paris, and Elgin.

This initiative will require the introduction of new tree pits and/or planters which should be designed to promote tree growth. This would include critical elements such as high soil quality, adequate soil volumes, and a watering and maintenance program.





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