



City of Greater Sudbury Downtown Master Plan Update Volume 2: Vision, Strategy & Action Plan

JANUARY 2026

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A photograph of a building with a colorful mural and a purple overlay. The mural features a large, stylized face with a wide, open mouth, rendered in shades of blue, purple, and yellow. The building's facade is light-colored with a grid pattern. A utility pole is visible on the right side of the building. The sky is clear and blue. A purple overlay covers the left and top portions of the image, with a diagonal cutout revealing the building and mural. The text '7.0 Vision for the Next 10 Years' is overlaid in white on the purple background.

7.0 Vision for the Next 10 Years

7.1 An Updated Vision for Downtown Sudbury

7.1.1 Updated Vision Statement:

Downtown Sudbury is the vibrant heartbeat of northern Ontario with a welcoming spirit, bustling economy and interconnected urban environment.

The updated vision statement builds on the 2012 Downtown Master Plan (DMP) outcomes (**refer to Volume 1: Background & Analysis and Appendix A: 2012 DMP**), diverse community voices (**refer Appendix B for Engagement Summaries**) and new opportunities for Downtown Sudbury. Over these next 10 years, decision making and development in the Downtown will be aligned with this Vision and updated master plan document.



Image 1- Renderings of public realm, Sudbury 2050 Urban Design Ideas Competition, Sudbury, ON. Credit: Sève (Collectif Escargo)

7.2 From Vision to Master Plan

The 2012 Downtown Master Plan was built around three original complementary directives: Activity and Growth, Access and Connectivity, and Beauty and Pride. Through the master plan update process, a fourth directive emerged around the social resiliency of the Downtown.

Therefore, the four key strategic directives illustrated in **Figure 27**, and their supportive actions in the following sections, will catalyze the downtown and drive change over the next 10 years.



Figure 27: The Four Strategic Directives

7.2.1 Activity and Growth

The City of Greater Sudbury is already the largest and, arguably, the most influential city in northern Ontario. As Greater Sudbury’s economy continues to evolve and its cultural offering develops further, the Downtown will play an increasingly important role in providing the place for that continued economic and cultural growth. The success of the Downtown will be fundamental in helping the community cement its role as the economic and cultural ‘Centre of the North’.

The goal for Activity and Growth in the Downtown Master Plan is to guide the transformation of the Downtown into an active, exciting and market ready development area and to further enhance it as a destination which embodies the heartbeat of northern Ontario. A collective emphasis on economic development, urban design, planning, investment and inclusivity will be at the centre of this transformation.



Image 2 – Events Centre Rendering, Credit: City of Greater Sudbury.



Image 3 – Cultural Hub Rendering, Credit: City of Greater Sudbury.

7.2.2 Access and Connectivity

Access and connectivity are key to the Downtown's success. The Downtown and surrounding communities are experiencing a shift toward multi-modal mobility. For example, the Greater Sudbury Transit, known as GOVA, is seeing dramatic year-over-year ridership growth, with an estimated 6.2 million trips in 2024. With 100,000 people living within 10 kilometres of the Downtown, and recent improvements being made to the transit network, the Downtown is also accessible through active transportation.

Embracing this shift toward walking, cycling and transit provides sustainable and cost-effective alternatives to driving. The Downtown is a primary destination for residents and visitors. Improving mobility and accessibility requires several key actions: creating new connections over the rail lands, improving the modal mix on car-oriented streets, developing safe active transportation infrastructure and expanding the main Transit Terminal. Conscious planning for all travel modes will ensure the Downtown's vitality and better connect it to Greater Sudbury.

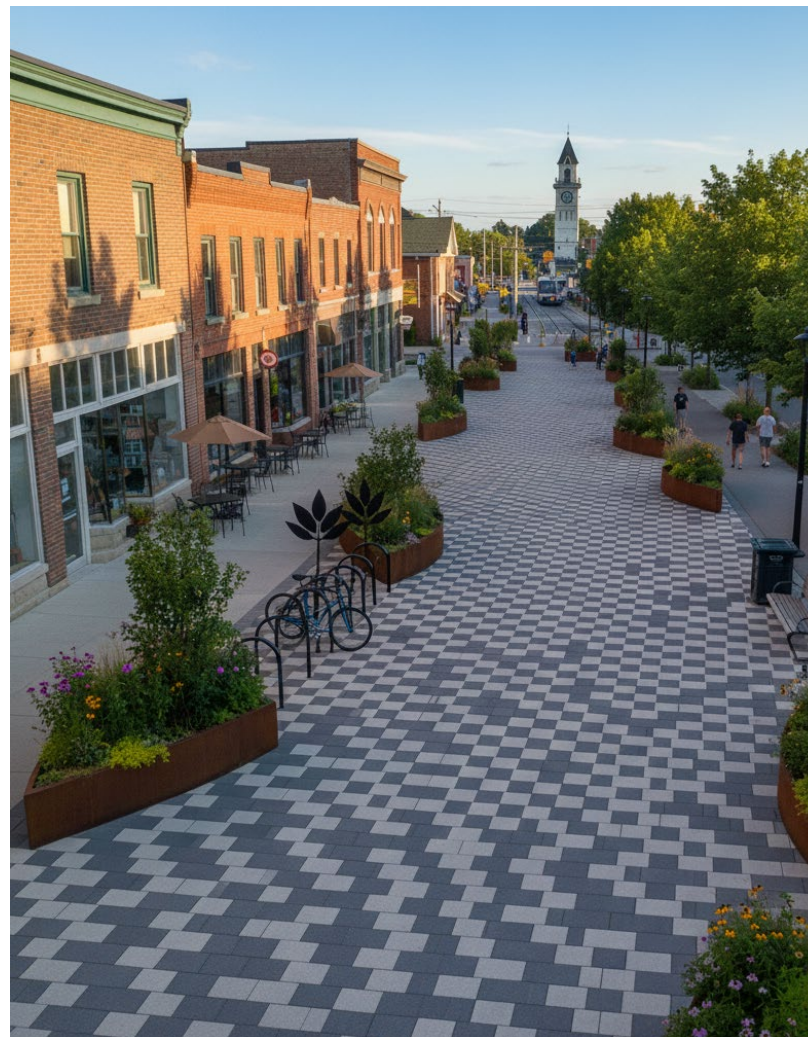


Image 4 – Flexible Streetscape in an Ontario Downtown. by Google, Gemini, December 4, 2025.

7.2.3 Beauty and Pride

The unique character of Greater Sudbury is very much tied to northern Ontario landscape. The landscape of the Canadian Shield, with its dense forests and plentiful freshwater lakes, encapsulates the beauty of the Boreal Ecozone and is ingrained in the consciousness of residents and visitors alike. The region's resources were unearthed during the construction of the railway, leading to the settlement and growth of the city. This history continues to evolve, and today, the Downtown is the ideal place to recognize the codependency between the landscape and its people. The Downtown is the place to celebrate this beauty and pride through a series of civic and cultural projects that value place-keeping.

As Greater Sudbury's population grows, it is becoming home to many more people who have come to embrace its beauty, opportunities and history. This growth has introduced several unique cultures over many decades, leading to a more vibrant and diverse city. Through intentional design and support, the Downtown will continue to provide a stage for placemaking while acknowledging the context, stories and landscape of the region.



Image 5 – Public space renderings, Sudbury 2050 Urban Design Ideas Competition, Sudbury, ON. Credit: Sève (Collectif Escargo)

7.2.5 Livability and Well-Being

Greater Sudbury boasts one of the fastest growing populations in the country, however the Downtown has generally not seen significant residential development. This has resulted in a decrease in activity in the Downtown outside of business and commercial hours. The lack of stable residential population has created several adverse impacts, including impacts to local businesses, an upward trend in reported incidents, urban desolation and vandalism. Encouraging residential development is very important to establishing a vibrant and safe Downtown.

Much like other communities throughout Canada, Greater Sudbury faces a housing crisis and new housing supply is required to meet all socio-demographic needs. The Downtown presents substantial potential in creating new housing types to meet the needs of a changing demographic. Higher density and compact units will increase housing supply for students, empty-nesters, single people, smaller families, newcomers and the unhoused population. Creating more housing in the Downtown will secure a sustained population or “critical mass” of people that can help maintain public services and commercial viability beyond business hours. This will create more visibility and help to ensure safety. Creating additional housing options will also promote a more self-sustaining Downtown area, where transit and active

transportation will inform “greener” choices in mobility. Permanent residential populations often provide stronger advocacy for continued improvement to standards of living. Therefore, increasing livability will have far-reaching impacts of improving the well-being of the Downtown for everyone.

7.3 Principles

Urban design principles serve as a foundational framework to guide the development and evolution of Downtown Sudbury. They translate the vision into actionable directions, guiding future planning, investment and design decisions so that they contribute to a cohesive and desirable urban environment.

The Principles for Downtown Sudbury are organized under the previously stated Strategic Directives and relate to the desired outcomes for the future.

7.3.1 Activity and Growth - Embody economic resilience

Downtown is an exciting destination.

Downtown Sudbury continues to be the preeminent destination of Northern Ontario. Hosting conferences, cultural events, advanced educational institutions and beloved sports, the Downtown boasts an extremely well-established pride and sense of place. Greater Sudbury is the home of regional government offices, institutions and businesses, attracting an ever-growing population. The Downtown is at the heart of the city and will continue to serve the region and thousands of visitors each year as its civic and cultural destination. The mix between event spaces and inviting public realm provides the backdrop for a Downtown with year-round activation, and something for everyone. Through fostering excitement, inclusion, investment and diversity, Downtown Sudbury will always boast its true northern spirit.

Downtown is a centre for investment, innovation and creativity.

Greater Sudbury is a place of tremendous innovation and this brings unique opportunities for investment. The core industries of mining, mining supply and services, engineering, cleantech and environmental services have sparked ongoing learning and innovative focus in the



Image 6 – Northern Lights Festival, Credit: City of Greater Sudbury, Ontario

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region while highlighting ingenuity and technological advancements. Creativity has also drawn on key investments, including the expansion of higher educational institutions centred in Greater Sudbury such as the McEwen School of Architecture at Laurentian University. This has in turn sparked significant entrepreneurial emphasis with numerous incubators and start-ups centred in Greater Sudbury. Much of this has taken shape in the past decade and is new to the business landscape. As outlined in the 2012 DMP, there exists a unique opportunity for the creation of a formal innovation hub to be established, centred in the Downtown. Investments in Class A office space and Inno-Tech Park will further contribute to the growing dynamism of Greater Sudbury as a place of innovation now and into the future.

Downtown is the heart for commerce and services.

Over recent years many downtowns have been under significant economic strain. Downtown Sudbury has also experienced harsh conditions that have had adverse impacts to commercial viability of several businesses. However, many of Greater Sudbury's institutional and government anchors remain Downtown. This network is also tied together by existing and planned entertainment and event spaces, with active programming year-round. This provides a backdrop for commercial and retail activity to grow and flourish that will link the growing

population throughout Greater Sudbury. Building upon this, the Downtown will continue to be the most important destination for commerce and the service sector within northern Ontario.

Downtown is the hub for arts and culture, entertainment and sports.

Greater Sudbury is deeply tied to its cultural roots. Exhibited and experienced through the arts, culture, entertainment and sports, the Downtown continues to be the “playground” of northern Ontario. Public art and culture can be experienced throughout the Downtown, through festivals, theatres, film, music, galleries, murals and landmarks. The strong following for sport has also gathered a growing fan base for the Wolves' and Five's games, making the city a destination for sports in the region. A strong culture of celebrating local artistry has made an impact across Canada, bringing creative minds and art lovers to Downtown Sudbury. This rich array of cultural outlets and expression will continue to contribute to placemaking.

7.3.3 Access and Connectivity – Enable a dynamic and interconnected network of movement

Downtown is connected, walkable, bike-friendly and transit-oriented.

Greater Sudbury spans over 3,200 square kilometres, making it the largest municipality in Ontario by area. Despite this, its urban footprint is relatively compact. Approximately 100,000 residents (just over half the population) live within 10 kilometres of the Downtown. GOVA Transit has been increasing steadily. 2024 recorded approximately 6.2 million riders, which is up from the 5.2 million users recorded in 2023. The Downtown is one of the main destinations within the transit network and presents opportunities that can further increase sustainable mobility. Transit-oriented development models of urban development and growth will best serve the Downtown, to continue to increase ridership and reduce the use of the car. Downtown Sudbury is also well connected by active transportation infrastructure. As the Downtown continues to evolve, there will be a need to explore how multi-modal networks can become more prominent to serve a growing population of pedestrians, cyclists and transit users.



Image 7 – Example flexible street, Dundas Place, London, Ontario. Credit: Dillon Consulting.



Image 8 - Rendering of Elgin Greenway, 2012 Sudbury Downtown Master Plan, Credit: City of Greater Sudbury.

Downtown is barrier free with enhanced mobility.

Like many historic downtowns, Sudbury’s faces challenges with accessibility and barrier-free mobility. The Downtown's grade-separated infrastructure, especially corridors which pass under the railway, presents hurdles to movement. The DMP will address the need to upgrade existing infrastructure to ensure barrier-free mobility throughout the area. All new and revitalized civic and public institutional buildings will be designed to meet and modern accessibility standards. Furthermore, it is essential to provide education and raise awareness among business and property owners about the mobility challenges people face, especially for locations that do not yet meet barrier-free requirements.

7.3.4 Beauty and Pride – Embrace the urban northern landscape

Downtown is a centre for celebration.

Downtown Sudbury is the cultural heart of northern Ontario. Its institutions, venues and event spaces constitute the foundations for its vibrancy. These places express the important history of its people, industry, local and national pride, and sport. The Downtown is also a place to showcase emerging culture and trends in response to an ever-changing demographic. The DMP must help foster investments and spaces that are flexible to the changing needs of



Image 9 – Barrier-Free Flex-Street, Dundas Place, London, Ontario. Credit: Dillon Consulting



Image 10 – Rendering of Downtown Event Centre, Credit: City of Greater Sudbury, ON.

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activation now and into the future. Recognizing that Greater Sudbury is also a winter city presents unique opportunities that intrinsically become part of the physical environment and heightens its sense of place. The Downtown Master Plan needs to address the integration of amenities that can help celebrate this region's cultural roots throughout the year.

Downtown is a true northern city with an engaging public realm year-round.

One of the most distinctive features of Downtown Sudbury is how the city is integrated into landscape. Through the Canadian Shield and dramatic topography, there is always a sense that the natural environment is part of the consciousness of Downtown Sudbury. Residents and visitors have a year-round relationship with the outdoors, which can be embraced and highlighted through construction materials, public art, vegetation and installations. Although outdoor conditions can be extreme periodically, exposure can be softened when needed through shade elements, covers or warming areas. Through investment in public realm and infrastructure, the Downtown will continue to bring people into its civic spaces and parks despite the weather. Planning of its “greenways” and signature streets will introduce micro-climatic conditions to advance active transportation goals, connecting the Downtown to surrounding neighbourhoods, amenities and destinations



Image 11 – Winter City Strategy public space renderings, Sudbury 2050 Urban Design Ideas Competition, Sudbury, Ontario.



Image 12 – Interactive water feature in a downtown, by Google, Gemini, December 4, 2025.

– including the waterfront along Ramsey Lake. Ongoing investment in public realm improvements, including streetscape revitalization, gateway treatments and public parks - such as Memorial Park and Parc des Pins -will contribute to a list of established architectural and cultural landmarks. These will continue to bring people together in a vibrant Downtown for all.

7.3.5 Livability and Wellbeing – Cultivate Connectedness and Belonging

Downtown is a model for sustainability and climate resilience.

The DMP provides a unique opportunity to plan, design and build climate resiliency into infrastructure and the built environment. The success of the Downtown in providing a mixed-use hub, with increases in housing and public amenities, will reduce the environmental impact of urban/suburban sprawl and protect natural features. Both public and private sector investment will need guidance to help advance sustainability and reduce adverse impacts to the environment.

Downtown is an accessible and affordable place to live.

Downtown Sudbury envisions a future where it stands as a beacon of accessible and affordable living. This commitment extends to an overall lower cost of living,



Image 13 – Underground plant cells installation for mature canopy trees, Dundas Place, London, Ontario. Credit: Dillon Consulting.

7.0 Vision for the Next 10 Years

encompassing essential aspects like transportation, groceries and entertainment. A cornerstone of this goal is the readily available access to natural amenities, enhancing the quality of life for all communities. This would be a distinct advantage over other urban centers where such access is often limited, distant or prohibitively expensive. Greater Sudbury is experiencing a dramatic growth in population from 166,004 (2021) to an estimated 192,000 (2026). That would be an increase of 15 per cent, making it one of Canada's fastest-growing cities according to StatsCan Census Subdivision information. Continued critical growth will provide Greater Sudbury with new opportunities to meet changing needs of livability, and the Downtown will offer an unparalleled lifestyle rooted in affordability and natural beauty.

Downtown is inclusive of everyone.

Downtown Sudbury is a beacon of diversity and inclusivity. Sudbury is located on the traditional territory of the Atikameksheng Anishnawbek First nation and Wahnapiatae First Nation and is home to many Indigenous peoples, people of European descent, Franco-Ontarians and newcomers. Higher education institutions and specialized training programs have also led to an increase in student population, both domestic and international. With a history of inclusiveness, Downtown Sudbury will continue to be a place for everyone to share in the collective growth and prosperity through mutual

understanding and common values. The City is committed to continue working with Atikameksheng Anishnawbek First Nation, Wahnapiatae First Nation, the N'Swakamok Friendship Centre, the Shkagamik Kwe Health Centre, and other partners to make the Anishinaabe language, culture and values visible and vibrantly celebrated in the Downtown Core and throughout its public spaces and places which aligns with the Truth and Reconciliation Commission's calls to action.

Downtown is a safe place to visit, live and work.

Many downtowns have recently been challenged by a rise in homelessness and lack of housing. Downtown Sudbury has also faced similar challenges over the years and a potential stigma surrounding safety. The DMP will support ongoing policy and funding programs to introduce new housing and reduce homelessness within the Downtown. Planning, design and increased levels of service by police and bylaw enforcement will also reinforce safety and foster activation to the Downtown. Becoming a mixed-use hub of residential, commercial, employment and institutional uses will introduce new vibrancy and shared opportunities to help reduce the impacts of poverty over time. Ensuring that the Downtown is a safe place will encourage investment and economic development - further reinforcing the Downtown as the best place to visit, live, work and play!

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Image 14 – Wharf Street, Victoria, BC. Credit: Dillon Consulting

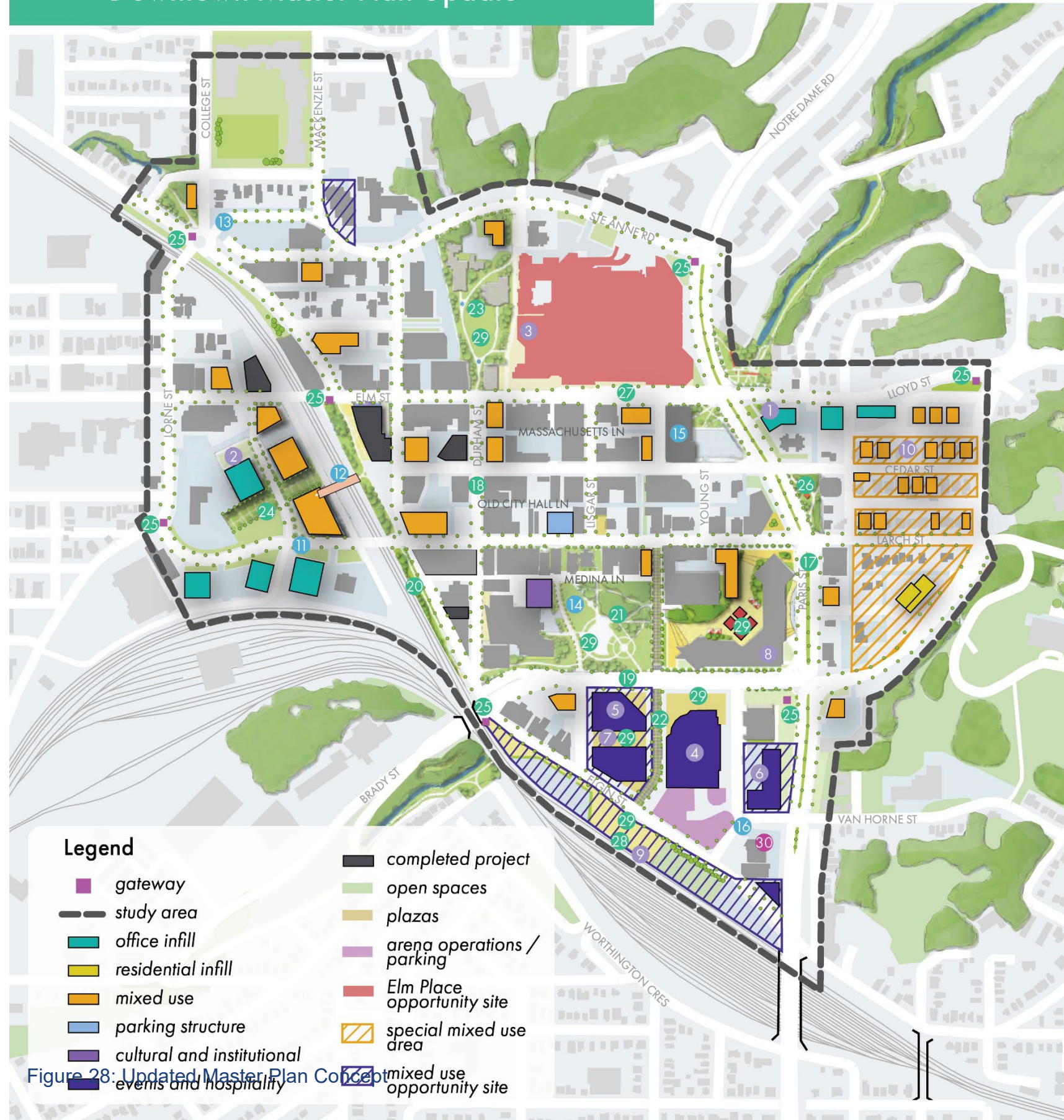
7.4 Master Plan Concept 2025

The Master Plan Concept is a graphic illustration of the possible outcome of full build out for the Vision. It synthesizes the Vision and Principles into a series of actions and projects which have been transcribed into a visual plan map. The Master Plan Concept provides the high-level strategy of how the Downtown can be reinvigorated to be even more of a vibrant, resilient, sustainable and welcoming place to live, visit and work for a variety of people, businesses and organizations. The diversification of uses and the public realm improvements help to support Sudbury’s authentic and unique identity.

A number of projects have been completed since the establishment of the 2012 DMP. Several projects as part of the 2012 DMP are ongoing or still viable and may be subject to minor modifications. These projects have also been included in the spirit of this exercise as an update to an existing plan. New projects and improvements have been delineated to help visually separate them from the previously recommended projects.

Refer to **Figure 28** for the Updated Master Plan Concept.

Downtown Master Plan Update



ACTIVITY AND GROWTH

- 1 Prestige Office Sites
- 2 Innovation - Technology Park
- 3 Elm Place Improvements (Future)
- 4 Events Centre
- 5 Hotel / Conference Centre
- 6 Shopping/Dining Destination
- 7 South District Pedestrian Zone
- 8 Cultural Hub
- 9 Station Building Adaptive Reuse
- 10 Pedestrian Focused Mixed Use Neighbourhood

ACCESS AND CONNECTIVITY

- 11 Larch Street Extension - West
- 12 Cedar Street Pedestrian Bridge
- 13 Ste. Anne Extension, Roundabout and College Street Underpass
- 14 Pedestrian Connection through Memorial Park
- 15 Transit Terminal Expansion
- 16 Van Horne Street Realignment
- Expansion of Cycle Network*
- Bicycle Parking*
- Parking Strategy*
- Laneway Upgrades*

BEAUTY AND PRIDE

- 17 Paris Street Beautification
- 18 Durham Shared Street
- 19 Brady Street Calming
- 20 Elgin Greenway (Phase 2)
- 21 Memorial Park Expansion and Operations Improvements
- 22 Minto Civic Corridor (South)
- 23 Parc des Pins
- 24 Inno-Tech Common
- 25 Gateway Treatments
- 26 Carleton Street Park
- 27 Elm Street Revitalization
- 28 Station Plaza
- 29 Festival/Enhanced Programming Spaces
- Special Event Strategy*
- Downtown Tourism District*
- Downtown Greening and Planting Program*
- Public Art Implementation*
- Heritage Strategy*
- Built Form Guidance*
- Celebrate the Creek*
- Beautification and Appropriate Service Levels*

LIVABILITY AND WELL-BEING

- 30 Fire Hall Renovations
- Public Washrooms*
- Housing Continuum*
- Mixed Use Buildings / Urban Infill*
- Social Services Hub*
- Grocery Store / Food Security*
- Enhanced Service Levels*
- Improving the Downtown through Inclusive Spaces*

Notes:

*Downtown-Wide initiatives, not mapped

New projects or projects that have evolved since the 2012 DTMP

Figure 28: Updated Master Plan Concept



8.0 Updating the Actions

8.0 Updating the Actions

The updated and new actions for the Downtown Master Plan have been bundled under the four central directives that will catalyze the downtown and drive change over the next ten years. See the sections below.

8.1 Activity and Growth

8.1.1 Embody Economic Resilience

There is a strong desire for the City of Greater Sudbury to be the leading destination for a number of activities such as business meetings, conferences, sporting and cultural events, festivals and the like. In order to achieve this goal, there is still a need to invest strategically in the Downtown and to attract the right investment and individuals that will foster the required growth needed.

1. Prestige Office Sites

Since the 2012 DMP, concerted efforts have been made to protect long-term prestige office sites and space. The pandemic significantly hindered the growth of office leases within the Downtown, similar to many other urban centres. Therefore, the current supply of office space remains relatively unchanged.

Properties located within the vicinity of Paris and Elm Streets offer substantial potential for the introduction of a prestige office cluster. High visibility and access to infrastructure will help develop an anchor for the

northeast part of the Downtown by acting as a visual gateway, especially with enhanced architectural design.

2. Innovation - Technology Park (Inno-Tech Park)

As the Downtown evolves and the desire to live and work in the neighbourhood increases, so will the demand for good employment-type working space. More IT and creative industries need space for their office workers, engineers, IT professionals, business professionals and other service type personnel. Central downtown space will be at a premium, however the lands to the west of the track corridor also represent a redevelopment location for this type of use.

3. Elm Place Improvements (Future)

While Elm Place has completed the previously proposed improvements from the 2012 Plan, there are still some potential improvements that would be beneficial as the Downtown evolves.

There is an opportunity to utilize the nearly 1,000 stalls of parking surrounding Elm Place with other large projects being proposed for the Downtown, such as Parc de Pins. There are also many other possibilities for how this unique real estate asset can be further developed. Elm Place's ownership is actively seeking partners from diverse sectors to collaborate on creative development

8.0 Updating the Actions

initiatives that will continue to evolve the property in ways that meet the community’s growing and changing needs.

Enhancing the streetscape along Elm Street would further strengthen the connection between Elm Place and the broader Downtown area to the south, creating a more cohesive and inviting urban environment that supports both community engagement and economic vitality.

4. Events Centre

The 2012 DMP highlighted the need to create a variety of Downtown attractions in order to maintain and enhance interest and keep people in the City after business hours.

In April 2024, Greater Sudbury City Council approved plans to proceed with the development of a new Event Centre in the South District. This new facility will serve as a premier destination for sports and entertainment, providing a vibrant and dynamic space for residents and visitors alike. The Event Centre will be designed as a state-of-the-art venue to accommodate concerts, sporting events, community gatherings and other unforgettable experiences.

Work is currently underway on the new Events Centre. The new site lies immediately to the east of the existing arena, which opens the original property for redevelopment.

5. Hotel / Conference Centre

With larger sporting and cultural events, significant consideration is the need to have appropriate accommodations and supporting amenities for the main facility. The 2012 DMP noted the need for a hotel facility in proximity to the Multi-Use Recreation and Conference Complex. There is an opportunity to also provide conference facilities within this new development to build one location for future event organizers. Opportunities exist to visually and physically tie into the Events Centre site through architectural features, landscaping and other public realm improvements.

6. Shopping / Dining Destination

In order to enhance a dynamic and thriving Downtown as well as to support future large-scale sporting and cultural events, there should be a variety of shopping and dining opportunities. To compliment the Events Centre and hotel, there should also be thought to developing a vendor market or food hub type development(s) where a variety of vendors could be located to attract a diversity of customers throughout the year.

7. South District Pedestrian Zone

Between the proposed hotel development and the proposed Mixed-use Shopping and Dining destination, there is a unique opportunity to provide a pedestrian-only zone. The South District Pedestrian Zone will allow for

8.0 Updating the Actions

unimpeded foot traffic and opportunities for vendors to spill into the public realm (sidewalk installations, restaurants and/or cafes with patios) to create a vibrant interaction between the passersby and the static ground floor activities. This area also has the potential to connect to the extension of the Minto Civic Corridor south of Brady Street creating a ‘T’ network of streets that also could lend themselves for road closures for special events.

8. Cultural Hub

The Cultural Hub is a new addition to the updated DMP. Previously there were several proposals throughout the Downtown including the art gallery, central library, etc. The Cultural Hub project consolidates these separate projects into a singular location. The new Central Library, the Art Gallery of Sudbury and the Sudbury Multicultural and Folk Arts Association have come together as the Cultural Hub project which is located in the retrofitted Tom Davies Square. The Cultural Hub supports the City’s commitment to accessibility, environmental sustainability, multiculturalism, social inclusion and culture. Part of this project is also the Municipal Staff Relocation Project, which served to move staff to accommodate the new Cultural Hub uses as well as maximizing the available space to have more people working in the downtown.

9. Station Building Adaptive Reuse

The 2012 DMP did not include any recommendations for the Station Building. This presents an opportunity to create something unique and memorable which will contribute to the evolution of the South District. Given its proximity to the Events Centre, hotel, Conference Centre and other destinations, this particular building has potential to be adaptively reused as a complementary use such as a restaurant. The plaza itself could lend itself to special events such as festivals, tailgate parties, food trucks, art events etc. As the South District evolves, the parking associated with the Station Lands may also lend itself to future redevelopment opportunities.

10. Pedestrian Focused Mixed Use Neighbourhood

A new addition to the DMP is the expansion to include the area to the east of Paris Street between Brady Street to the south and east and Lloyd Street to the north, primarily focused on the eastern extents of Cedar and Larch Streets and several lanes. The lots, lanes and building layouts lend themselves to opportunities for Mixed Use infill and Adaptive Reuse Development. This little neighbourhood on the edge of Downtown has the potential to become a lively and thriving enclave of mixed uses such as restaurants, cafes, bars, lounges as well as shopping destinations. This could potentially be another unique shopping, dining and experiential enclave in the Downtown.

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Image 15 – Cultural Hub Rendering at Tom Davies Square, Credit: City of Greater Sudbury, ON. Image 16 – Events Centre Rendering, Credit: City of Greater: Sudbury, ON. Image 17 – Pedestrian focused mixed use area. by Google, Gemini, December 4, 2025.

8.2 Access & Connectivity

8.2.1 Enable a dynamic and interconnected network of movement

11. Larch Street Extension - West

The 2012 DMP proposed the extension of Larch Street, noting that it will be an important east-west connection across the rail land and create a new entry point into the Downtown. A concept for the layout of Inno-Tech Park was prepared and the location of the Beer Store reflects the proposed Larch Street Extension alignment. Having an alternative route in and out of the Downtown will lessen traffic congestion and help unlock the opportunity to foster redevelopment of the rail lands, adjacent to Inno-Tech Park. This concept is still valid and should continue to be part of the DMP.

12. Cedar Street Pedestrian Bridge

As part of the Inno-Tech Park development, a mixed-use building is proposed along with a pedestrian bridge connecting over the rail corridor into the Downtown. The all-season pedestrian bridge provides access to and from the Downtown to the west side of the rail corridor via the parking structure. Enclosing the bridge will provide a more hospitable environment for users all year long.

13. Ste. Anne Extension, Roundabout and College Street Underpass

The 2012 DMP proposed for an extension of Ste. Anne Road with recommendations for a 'T' intersection at Mackenzie Street. Current plans that are in place for this recommendation still include the extension of Ste. Anne Road, connecting it to Frood Road and College Street, however the intersection is now proposed as a roundabout which will further improve the flow of traffic through this area.

The Ste. Anne Road Extension will create an improved connection to the renewed College Street Underpass. The improvements made to this existing structure either through rehabilitation or replacement will improve overall mobility and provide active transportation connections on both sides of the road versus the one that current exists.

14. Pedestrian Connection through Memorial Park

Formerly known as Grey Street Pedestrian Lane, the spirit of this recommendation remains with a proposed pedestrian connection alongside the western edge of Memorial Park connecting from Brady Street, across from the terminus of Grey Street, across Medina Lane, to Larch Street. The multi-use pathway should be designed in a way to allow for a more accessible route with less stark changes in grading than the existing retaining walls. Efforts should be made to encourage pedestrians to

8.0 Updating the Actions

cross at the existing crosswalks versus where the new path meets Brady Street.

15. Transit Terminal Expansion

The previous plan recommended the either expansion or relocation of the Transit Terminal in the Downtown and suggested locating it closer to the south end if relocation was selected. A recent Transit Hub Feasibility Study was undertaken, and the result was the preferred method of renovating / improving the existing Transit Terminal location versus relocating the facility. This recommendation has the potential to improve the interaction between the facility and the public realm and create a more functional and hospitable pedestrian and cycling environment for those coming and going into the Downtown.

16. Van Horne Street Realignment

Van Horne Street was proposed for realignment previously due to its awkward nature and complicated intersection with Minto and Elgin Streets near the existing arena. The general spirit of this proposal is carried forward into this DMP Update. The new realignment provides for 90-degree intersections for Minto/Elgin and Van Horne/Elgin for continued vehicular access and allows for expansion of the development block for the Events Centre to allow for back of house operations. The

DMP Concept illustrates the proposed realignment of Van Horne to reflect this evolution.

Downtown-Wide Initiatives

Expansion of Cycling Network

Since 2017, the City has installed over 115 kilometres of bicycling infrastructure around Greater Sudbury, demonstrating a commitment to providing a sustainable and accessible city. Efforts should continue to be made to expand the internal Downtown cycling network as well as foster improved connections to the areas outside of the Downtown and to more regional links.

Future cycling interventions should look at a combination of slower posted road speeds and shared lanes versus dedicated cycling infrastructure. Recently completed interventions may require additional signage to assist with wayfinding, legibility and understanding of where and how the bike lanes work and how they interface with the rest of the road network including intersections and bus stops.

Durham Street and Elm Street are opportunities to explore this flexible cycling infrastructure when they are reconstructed.

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Image 18 – Blackfriars Pedestrian Bridge, London, Ontario. Credit: Dillon Consulting. Image 19 – Flex street at Dundas Place, Dillon Consulting, London, Ontario. Image 20 – Vedder Roundabout Public Art installation, Chilliwack, British Columbia Credit: Dillon Consulting.

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Bicycle Parking

In connection with the expansion of the cycling network, there should also be consideration given to where people can park and safely store their bicycles when visiting and/or working in the Downtown. The City should consider identifying several bicycle parking nodes which align with centres of activity within the city which provide this amenity to non-motorized transportation users and encourage others to cycle downtown versus drive.

Parking Strategy

The previous plan proposed a variety of parkades to be added to the Downtown. Some have been carried forward into the DMP Update. In March 2024, the Downtown Parking Strategy was updated to review the major projects identified for the South District (**refer to Appendix C Parking Strategy**). There are nearly 3,650 public and private parking spaces in Downtown*. The study focused on the municipal parking supply of 2,200 spaces and indicates that parking demand for daytime, evening and weekend is met by the existing supply. Parking during special events will be accommodated throughout the Downtown, with Transportation Demand Management (TDM) measures which could include reduced transit fares for event goers and park-n-ride shuttle services from key locations and dynamic parking pricing. Enhanced public realm treatments through projects such as the Minto Civic Corridor, Elgin

Greenway, Durham Shared Street, and Paris Street Beautification will create pleasant walking routes throughout the downtown to the South District. A parking structure in the South District could also be explored to shorten the distance to parking spaces.

**Note: the parking study area is slightly different from the area for the DMP and does not include the area east of Paris Street.*

District Energy Expansion

The District Energy Plant is currently supplying several buildings in the Downtown and the electricity produced by the plant could power a substantial number of homes. There is still the potential to expand this facility to provide these services to more buildings and houses throughout the Downtown and surrounding area and the City should continue to expand this district energy system in the future.

Laneway Upgrades

One of the recommendations from the 2012 DMP was to encourage the City to develop a strategy for its network of laneways in order to improve the lighting, provide appropriate waste receptacles, institute traffic calming, install signage and procure artwork to enhance the aesthetics and improve safety concerns. Initial designs have been prepared for several of the city’s laneways including: Massachusetts Lane, Medina Lane, and Old City Hall Lane. There are several laneways that have yet to be addressed including Fir Lane, Jesuites Lane, Montreal Lane, and Vanier Lane. The City should consider furthering the designs, budgeting for the upgrades and continuing to review applicability to Downtown’s remaining laneways.

The operational nature of the laneways should not be inhibited by the improvements to the laneway features. The improvements should improve the visibility and accessibility of the laneways. Businesses should be consulted with where any improvements that are proposed for the laneways.



Image 21 – Existing Murals in Laneway. Sudbury, Ontario. Credit: JLR.

8.3 Beauty & Pride

8.3.1 Embrace the urban northern landscape

17. Paris Street Beautification

Paris Street is one of the most important corridors leading into and through the Downtown. It was flagged for beautification in the 2012 DMP. There have been some efforts made to carry out beautification and active transportation improvements along this corridor with centre median seasonal planters and the construction of the Paris-Notre Dame bikeway. Further improvements to Paris Street will assist with providing a more comfortable pedestrian environment from other areas to the Cultural Hub and Events Centre and to the mixed use area east of Paris Street. A complement to this project is also the new Cultural Hub entrance along Paris Street which will further add to the aesthetic quality of the public realm.

The Strategic Public Realm Improvements have noted a variety of interventions. These include tree planting areas with enhanced decorative lighting between Ste. Anne Road / Louis Street and Elm Street / Lloyd Street, street art along the section adjacent to Tom Davies Square, enhanced / artistic street lighting between Brady Street and Van Horne Street as well as improvements to the public realm (pedestrian / cycling) along the corridor. As this is such an important entrance to the Downtown,

improvements should continue to be made along Paris Street.

18. Durham Shared Street

The plan for Durham Street was to transform it into a 'shared street' condition with special paving treatments to help differentiate it from other Downtown streets and identify it as a special area. Flexible parking, vendor spill out into the public realm and the ability to close for events was also discussed as part of this project. At this time, the Durham Shared Street Streetscaping Project is not yet underway, but a conceptual plan has since been prepared. The DMP Update strongly encourages that this project is seen through to completion.

19. Brady Street Calming

Brady Street continues to be a very busy and wide street that still poses a physical barrier across Downtown. The revitalization of the South District through the Events Centre project as well as other important improvements to the Downtown reinforce this previously noted need to calm this corridor between Paris Street and the railway overpass. Improvements include additional streetscaping measures (more street trees), enhanced pedestrian crossings (more aesthetically striking and/or textured crosswalks), and the potential introduction of chicanes with plantings in appropriate places to create the illusion of a serpentine corridor. Treatments in this area will need

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to reflect entry points to the new Events Centre and redevelopment of the existing arena site. The design should consider pedestrian desire lines, in particular for events, and either safely support those potential transit paths or redirect to more appropriate locations.

20. Elgin Greenway (Phase 2 & 3)

The Elgin Greenway is a new linear park and multi-use pathway system along the south western edge of Downtown. It will run the length of Elgin Street, provide a new facade for the area and provide a buffer from the railway lands and revitalize the Trans Canada Trail. Since 2012, the first phase of the Elgin Greenway has been completed (constructed), and the second phase has been approved. It will form part of the Elgin Street reconstruction project and will connect to the existing portion of the Greenway built by the School of Architecture. Phase 2 will be built from Larch Street to the Brady Street Underpass. The landscape design will continue to reflect Sudbury's northern landscape with trees, rock outcroppings, water features and public art. The continued build out of the Greenway serves to enhance the pedestrian realm to support safe and pleasant connections from other parts of Downtown to the new Events Centre. A planned third phase would complete the Greenway project from the Brady Street Underpass to the Nelson Street footbridge.

21. Memorial Park Expansion and Operations Improvements

Memorial Park is and continues to be a very important park in the Downtown. The previous plan suggested a redesign for some components of the park to strengthen its role as a Regional Park. The park expansion sets the stage for the Pedestrian Connection noted in the Access & Connectivity section of the report. This laneway would provide more eyes along this western edge of Memorial Park.

Memorial Park is classified as a Regional Park for the City of Greater Sudbury, and as such should be held to a higher standard for operations and maintenance. The current levels of service for this park should also be evaluated against the levels of service and schedule for Regional Parks and adjustments made to meet the criteria.

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Image 22 – Rendering of Elgin Greenway, Credit: City of Greater, Sudbury, Ontario. Image 23 – Waterloo Park Circuit, City of Waterloo. Credit: Dillon Consulting.

22. Minto Civic Corridor (South)

Minto Street represents a prominent civic corridor with direct frontages for Memorial Park and connection to Tom Davies Square. It is also one of few north-south connector streets in the Downtown that is not a major thoroughfare. The northern portion of the Minto Civic Corridor project has been successfully completed. This shared use street provides a seamless connection between Memorial Park and Tom Davies Square Courtyard that is pedestrian- and cyclist-friendly. It allows for two lanes and wide sidewalks and street trees. The DMP Update focuses on the southern section of Minto Street south of Brady Street. It will strengthen the connection across Brady Street and visually link both sides of the road. The incoming redevelopment for the Events Centre will reinforce the need to strengthen this connection both visually and physically. Minto Street South will provide access to the Events Centre to the east and the Pedestrian Mall to the west. Designs for Minto Street should look to create a shared street with decorative paving, street parking and narrower lanes which will help facilitate traffic calming. Street trees, wayfinding and decorative elements such as street light banners could be implemented to add to the visual aesthetic of the pedestrian realm. Street furniture should also be included and should visually tie into the proposed South District Pedestrian Mall through design elements.

23. Parc des Pins

The amount of parkland currently within Downtown Sudbury is lacking. The 2012 DMP proposed the creation of Parc des Pins, which was stated to be a ‘transformational park initiative’ to provide a more picturesque setting for the iconic churches in the area. The success of this project hinges upon the redevelopment of the western edge of Elm Place where the hardscape edge for the shopping centre would be restricted to the extension of the Beech Street edge. The parking lot would be reclaimed with the eastern side as a plaza for the shipping centre and the western side and the northern section of Durham Street transformed into park space. This northern park parcel would contribute to the overall parkland provision levels of the Downtown and provide some relief from Memorial Park as an additional larger park in the Downtown.

24. Inno-Tech Common

As the lands to the west of the railway redevelop with the new offices and buildings associated with Inno-Tech Park, there will be a need for a park space for employees and visitors as an amenity space. Inno-Tech Common was proposed as a large green park in the heart of the redeveloped rail lands.

25. Gateway Treatments

The theme of arrival and gateways were noted in the 2012 DMP, however locations were not specifically identified on the concept map. Gateway treatments vary as many of the physical space conditions vary; some can be grander or visually striking such as at bridges or underpasses, while some can be smaller with planting, lighting and signage being the focus of the design. As part of the Update to the DMP, gateway locations have been identified on the map. These gateways include:

- Ste. Anne Road and Notre Dame (Northeast corner of Elm Place)
- Lloyd Street and Brady Street (North of Charette Street in the boulevard area)
- At the north end of the Bridge of Nations on Paris Street
- At the Brady Street underpass
- Lorne Street and Larch Street intersection

- Elm Street at the Elgin Greenway
- Ste. Anne Road and Froot Road (In new roundabout)

26. Carleton Street Park

Carleton Street Park is a new community park proposed to front along Paris Street between Cedar and Larch Streets. The pie-shaped park will serve the neighbourhood to the east of Paris Street and provide a stopping place along the Paris-Notre Dame bikeway and contribute to the Downtown's overall parks and open space percentage. The role of the park may be further enhanced and tie in with potential mixed use redevelopment on Cedar and Larch Streets east of Paris Street. A place of reflection to commemorate victims of opioid crisis is planned for this park. A conceptual plan has been completed for Carleton Street Park, but detailed design work has not yet begun.

27. Elm Street Revitalization

The 2012 DMP proposed a variety of measures to revitalize Downtown’s ‘Main Street’ and most important east-west connection in Elm Street. Traffic calming, on-street parking, landscaping, expansion of the sidewalk and road resurfacing were put forth as recommendations. Efforts have been made to bring this particular recommendation to realization, including the completion of the Elm Street Parking project which entailed the creation of 18 metered short-term parking spaces between Lisgar and Elgin Streets. This particular move has increased interest in businesses along Elm Street. Elm Street has little to no street trees in the downtown core, with the exception of a couple of raised planting beds in the area separating Elm Street from access to the surface parking area at the west end of Elm Place. Adding street trees and considering active transportation lanes to improve connectivity into and through the downtown would further enhance this main street.

28. Station Plaza

The Station Plaza recommendation from the previous DMP should remain a part of the overall strategy for the Downtown. It will continue to be a terminus for the Minto Civic Corridor and will complement the network of open spaces with the new Events Centre. The Station Plaza will complement the proposed adaptively reused Station Building as a restaurant, providing a pleasant

environment for potential patio spill-out and opportunity for special events space. There is an opportunity to incorporate the railway theme into the design and provide shade trees for aesthetic and shade purposes.

29. Enhanced Programming Spaces

A new recommendation that will benefit the city and the Downtown is to create and designate certain spaces in the Downtown as spaces for Enhanced Programming. These places would have unique elements that would attract residents and visitors into the public realm to interact with the space and with each other. Potential locations for Enhanced Programming Spaces are proposed at Parc des Pins, Memorial Park, the arena plaza on Brady Street, the South District Pedestrian Zone and Station Plaza. Some examples of these features could include outdoor ice skating with decorative rock outcrops, skate parks accented with trees, interactive outdoor water features for the hot summer months, urban swing sets and outdoor fire pits. The City should consider exploring the proposed Enhanced Programming Space locations and implementing the special amenity features. Enhanced Programming Spaces should have amenities that support longer visitor stays such as seating, shade, proximity to washrooms and water fountains / bottle filling stations.

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Image 24 – Outdoor skating area. by Google, Gemini, December 4, 2025.

Downtown-Wide Initiatives

Special Event Strategy

When a municipality plays host to a multitude of outdoor and special events, it is prudent to have a strategy in place to help guide the planning and execution of events in the future. The City of Greater Sudbury should consider developing a Special Event Strategy which will help to build community capacity for special event organizers, grow the City’s signature events, strengthen internal special events planning tools and processes, designate special event spaces in parks and identify special event streets for closure during festivals and the like. There should be sufficient space for the event itself and any support or back-of-house needs, and access to power and to sanitary potable water. Cities have the opportunity to have a specific strategy for where and how special events are located and set up throughout the city, including layouts for vendors / markets / concerts etc. and where all the hookups, staging, loading and unloading, set up and teardown would take place. It is recommended to work with the Business Improvement Area (BIA) for this assignment. A clear and defined strategy makes way for the opportunity to expand and explore different events which will help to recognize and celebrate diversity and inclusion in the Downtown.

The City’s Downtown Action Plan commits to several initiatives that can be aligned under the Special Events Strategy including:

- City-led programming on vacant dates to increase frequency and regularity of animation of public spaces.
- Review and improvement of booking process for events for public spaces to make it easier for organizations to book.
- Improve Memorial Park to enable better programming for tents/stages etc. to make event delivery easier to facilitate (e.g. plug and play).

Downtown Tourism District

Downtown is an important tourism destination for the city as well as northern Ontario. As such, designating the Downtown as a ‘Tourism District’ should be explored by the City. This designation is regulated under the Retail Business Holidays Act (Ontario Regulation 711/91, Tourism Criteria).

Downtown Greening and Planting Program

Sudbury’s Regreening Program continues to be an important initiative and should remain as part of the DMP Update. Further additions of native plants, shrubs and trees throughout the Downtown would be beneficial to not only the aesthetics but also to the overall health of the environment and the community. Recent tree planting

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technology should be considered, especially in areas of constraints to provide a healthy and mature canopy. Watering and maintenance programs are required to ensure that the viability of the plants and trees remains intact. Maintenance standards should also be implemented to ensure that the vertical clearance of the pedestrian walking path is clear of obstruction from tree branches etc.

Special consideration should be applied to Elgin Street between Brady Street and Paris Street. This particular area is the most southern facing street and there is a lack of shade trees in this particular area. Further, adding trees along the east side of Elgin will help to tie into the Elgin Greenway along the western side.

Public Art Implementation

In 2018, the City developed a draft Public Art Policy as recommended in the previous DMP. In 2019, the Public Art Implementation Plan was approved which revised the 2018 Public Art Policy to include the establishment of governance, review processes for requests and a framework for managing the City's Public Art Program. The Public Art Master Plan (PAMP) was approved in February 2024 which further establishes the direction for decision making, management and acquisition processes as well as roles and responsibilities for public art provision. Section 5 of the PAMP lays out options for funding.

In the Downtown, there are a variety of opportunities for implementing public art. For example, 1 per cent of private development construction budget should be encouraged for public art in private developments. The City can also identify areas for public art in parks and along pathways, or to integrate art into the infrastructure of the public realm such as within sidewalk patterning, or along retaining or abutment walls. The South and Central Districts should be identified as Priority Sites for Public Art as well as along the Elgin Greenway.

Heritage Strategy

One of the outstanding 2012 DMP Projects identified was the development of a Heritage Strategy. As the City grows and evolves, remaining heritage buildings and sites should be retrofitted, conserved and enhanced versus demolished. The new Greater Sudbury Community Improvement Plan (CIP) provides grants to preserve heritage buildings as well as to hire heritage professionals to assist in retrofit efforts. The City should look to continue efforts to develop and enforce a Heritage Strategy to protect existing properties from falling into disrepair and to encourage adaptive reuse of structures with heritage interest in the Downtown.

Built Form Guidance

Downtown Sudbury is characterized generally by low-rise development, mostly two to four storey structures. This height protected views of the surrounding landscape and key buildings. Zoning in the Downtown does not specify a maximum height limit, however the City does have a minimum height requirement for the Downtown. To continue protecting views, new development should undergo sun and shadow analysis, angular plane analysis as well as visual impact analysis before approval is given. Taller buildings are generally acceptable along important corridors such as Ste. Anne Road and Paris Street, near the Transit Station and in proximity to the Events Centre in the South District.

There is also a need to guide the physical nature of the built form in addition to the height. The City may consider developing urban design guidelines that are more in line with the desired visual theme for the Downtown. This could be a standalone set or as part of a City-wide set of guidelines to help guide future development.

Celebrate the Creek

The concept of Celebrating the Creek through landscape design, public art and interpretation is still recommended. The 2012 DMP identified the following opportunities to celebrate the two creeks which are hidden below the streets and buildings of Downtown:

- Junction Creek: Carleton Street Park, Tom Davies Square, Memorial Park, Brady Street Stairs and Station Plaza.
- Nolin Creek: Parc des Pins

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Overall Beautification and Appropriate Service Levels

Property standards should maintain and contribute to the overall beautification of the downtown and have appropriate service levels. Buildings should be maintained to an appropriate standard and derelict buildings are not to be tolerated.

The City’s Downtown Action Plan commits City staff to a variety of interventions to address property standards and service levels in the Downtown to address park maintenance, property standards and service levels in the Downtown, including working with the Downtown Business Improvement Area and other partners to achieve these short-, medium- and long-term goals.



Image 25 – Tom Davies Square, Credit: City of Greater Sudbury Ontario.



Image 26 – Memorial Park, Sudbury, Ontario. Credit: JLR

8.4 Livability & Well-Being

8.4.1 Cultivate connectedness and belonging

30. Fire Hall Renovation

The current Fire and Paramedic Services Station in the Downtown is aging and space is at a premium. There is still a benefit to having the station remain in its current location by helping reduce emergency response times by providing a critical resource to the heart of the city. The station also has the opportunity to provide additional engagement with the community, contribute to public safety, enhance quality of life for Downtown residents as well as serve as an architectural landmark and focal point. The Fire and Paramedic Station should be renovated and expanded with high quality architectural design and detailing in order to help elevate the overall aesthetic of the Downtown. With this renovation, there is an opportunity to create a new public space to the north which would contribute to the district's overall public realm goals.

Downtown-Wide Initiatives

Public Washrooms

Since 2012 there have been numerous requests to increase the levels of service delivery in the Downtown, one such element is the provision of public washrooms facilities.

Public washrooms help to prevent the spread of infectious diseases and maintain community hygiene. They help to provide equitable access to those who may require facilities more frequently (seniors, people with disabilities, people on certain medications). Providing support and facilities for people experiencing homelessness and providing essential hygiene services help to fulfill this fundamental human right. Public washroom facilities should be provided for where Enhanced Programming areas are located.

Housing Continuum

People living in the Downtown is what brings it to life. There is not a large population currently living downtown, although recent development approvals for the Scotiabank Tower and Manitou Place on the periphery of Downtown are movements in the right direction. It is imperative that a continuum of housing options is constructed and located in the Downtown to improve affordability, accessibility and attainability. Transitional housing, shelter facilities, rentals and market housing

8.0 Updating the Actions

should all find a place in the future Downtown. The Concept identifies areas for residential infill as well as a number of mixed use opportunities where housing could be located.

There is an opportunity for the City to collaborate with the incoming Institute for Northern Housing Innovation which is set to open in the fall of 2026 at the McEwen School of Architecture. The ultimate goal will be to share sustainability and affordability solutions in order to innovate on housing delivery in the north.

Mixed Use Buildings / Urban Infill

Having a diversity of uses is the key to a successful Downtown. With the goal of housing and residents living in the Downtown and having a 24-hour community versus one that shuts down when business hours end means that complementary uses will also need to be encouraged to support residents. These include restaurants, stores, pharmacies, office supplies, household supplies etc. Larger big box retailers, which typically provide many of these services outside of the Downtown, have too large a footprint to be feasible in this situation. Smaller vendors and businesses should be encouraged to locate in the Downtown in the mixed use developments and infill opportunities. Diversity of uses is the key to long term viability. The Updated DMP identifies Mixed Use Infill throughout the Downtown as potential for redevelopment in the future.

Social Services

Currently support services are provided in a variety of locations throughout the Downtown and other areas of the City which can pose a challenge for the vulnerable and unhoused population.

The City will continue to work with its partners to be aligned with population needs to provide social and health services and elements of the housing continuum in the Downtown as appropriate. The City will take the necessary steps to implement the Housing and Homelessness Plan as well as the Roadmap to end Homelessness to assist in addressing this issue in the Downtown core.

8.0 Updating the Actions

Grocery Store / Food Security

Access to food is essential to support the future Downtown population and also provide a service to visitors, residents and businesses. Larger retailers may not be appropriate due to their floorplate, but smaller more urban-style shopping outlets and smaller single vendors could be a more appropriate solution. It should be noted that expediting the Larch Street Extension to the west with pedestrian and transit connections would also dramatically improve the food access in the core by providing a closer connection to the large format grocery retailer on Lorne Street in proximity to the Downtown.

Enhanced Service Levels

In response to the community feedback about service levels in the Downtown, it is recommended that the Downtown be designated as an area of Enhanced Service Levels. This could include several initiatives such as increase police visibility in the Downtown for renewed commitment to public safety; introduction of enhanced visible presence in the Downtown of the Municipal Law Enforcement Officers (MLEOs), for public and business/property owners. The MLEOs should have a regular route through the Downtown to identify issues and immediately and proactively address issues such as broken windows, improper waste disposal and property standards.

An additional layer to this is to also provide enhanced operational service levels for the Downtown as well including more frequent waste collection and snow removal to maintain the visual integrity of the core as well as improving the physical accessibility throughout the Downtown.

Improving the Downtown through Inclusive Spaces

To foster a vibrant and welcoming downtown for the City of Greater Sudbury, the DMP prioritizes the creation of inclusive spaces that cater to the diverse needs of all community members. This involves redesigning public areas, parks, and infrastructure with accessibility in mind to ensure ease of movement and participation for individuals with varying mobilities. Furthermore, inclusive spaces will integrate elements that celebrate the city's rich cultural heritage and promote social interaction, fostering a sense of belonging and community pride. By thoughtfully developing these spaces, the Downtown will become a hub where everyone feels safe, respected, and encouraged to engage in civic life and economic opportunities.



9.0 Future Districts

9.0 Future Districts

The 2012 DMP outlined the various districts in detail which highlight the diversity of the cityscape throughout the Downtown. This section provides information which highlights the future changes for each of the districts as well as key opportunities and design considerations. For a detailed description of the districts as they are today refer to [Volume 1: Section 3.0 – What Has Changed.](#)



9.1 South District (District 1)

The current and future role of this district is to be a regional destination for tourism and events. The changes from the 2012 DMP to the current DMP Update include the anticipated reuse of the existing Sudbury Community Arena block and the inclusion of the development block at the very south of the district adjacent to Paris Street and Elgin Street.

Other additions include the Event Centre, the Hotel and Conference Centre, as well as the mixed-use development block form an event and hospitality hub in the centre of the district. The realigned Minto Civic Corridor (south) creates a pedestrian friendly and visually striking spine which connect the eastern and western sides of the road.

The adaptively reused Station Building and enhanced Station Plaza create an interesting and striking terminating vista for the Minto Civic Corridor as well as an end point for the Elgin Greenway (Phase 2). Van Horne Street realignment creates a larger and more functional block for the Events Centre and lends itself well to the space required for needed back of house operations.

9.0 Future Districts

Gateways located at Paris and Brady as well as Brady and the Elgin Greenway help to announce arrival into the South District.

9.1.1 Design Considerations

Uses and Massing

- Ground and lower floors of larger new facilities should be designed in a pedestrian-friendly way to create an animated environment.
- Ground floor uses should have entrances which front onto primary streets and directly into the public realm, not from parking or secondary entrances.
- In future, taller buildings may be suitable along the rail corridor and along Paris Street.

Siting and Orientation

- Buildings with frontages along Minto Civic Corridor, Brady and Paris Streets should address the public realm and create a consistent and animated street wall.
- The setback between the Sudbury Theatre Centre and Paris Street presents an opportunity for a landscaping feature or park space in future.
- Parking and servicing areas should be incorporated into larger new developments where possible and is subject to the Parking Strategy, please refer to Appendix C.

Connections and Special Design Features

- Station Plaza, the plaza in front of the Events Centre, and the South District Pedestrian Zone will help to balance the larger uses in the area and provide areas for patio spill out and special event use.
- Gateways should be created with special landscaping elements such as accent lighting, architectural elements and/or signage.
- Beatification efforts have continued along Paris Street between Brady Street and the bridge.

9.2 East District (District 2)

The East District was initially set to be an area for Prestige Office and High Value Employment. Due to the shifting nature as well as market demand, the emphasis on offices has reduced and is lessened from what it was in 2012.

Office uses are still present along Lloyd Street east of Paris Street. These buildings will act as visual markers for entry into the East District and the Downtown.

Paris Street remains an important corridor into the Downtown and should continue to be beautified and planted.

One marked difference between the 2012 DMP and the DMP Update is the expansion of the Study Area Boundary to include the four rows of development east of Brian McKee Lane between Larch and Lloyd Streets. This inclusion refocuses the spirit of this area to one of more vibrant and diverse mixed use. The revitalized mixed use pedestrian area will create a hub of activity for shopping, dining and experiences for visitors and residents alike. Animated uses such as patios for cafés, restaurants and the like help to inject new life into the streetscape environment.

Also, the area to the east of Brian McKee Lane between Larch Street and Brady Street is now also identified as an

area of mixed-use development potential. This area could be a potential location for additions to the Housing Continuum, or potentially Social Services as well as new mixed-use development.

The Transit Terminal Expansion lends itself to addressing the opposite corner of Paris Street and Lloyd Street intersection by providing an opportunity for a revitalized building and adjacent public realm.

The proposed Enhanced Programming spaces in Tom Davies Square and the proposed upgrades to Memorial Park will elevate and reinforce these spaces as important Downtown public spaces.



9.2.1 Design Considerations

Uses and Massing

- The Prestige Office sites west of Paris Street, along Lloyd Street provide opportunities for taller buildings (e.g. up to six storeys).
- Mixed use buildings along Elm and Larch Streets will support the main street function and provide a streetwall of retail and commercial with upper storeys of residential.
- Sites east of Paris Street should be targeted for mixed use development, versus strictly residential

to avoid a monoculture and encourage use diversity.

- Mixed use along Lloyd Street should be taller to match the office building height of six storeys.
- The Pedestrian Focused Mixed Use Neighbourhood should not exceed three storeys.
- The mixed-use opportunity area south of Larch Street can be taller in height due to its proximity to the tower at the corner of Paris and Larch Streets and the rock outcropping wall east of Brady Street.
- Mixed use development infill west of Paris Street should respect the adjacent development.

Siting and Orientation

- Buildings should have main building entrances from the public realm streetscape and should address the streetscape with active frontages.
- New development should respect and incorporate the existing laneway network.
- Buildings at main intersections should be oriented towards the intersection and set back from the street with frontage on a public plaza.

Connections and Special Design Features

- New development should incorporate landscaping features to mark entrances and highlight the 'Celebrate the Creek' theme where appropriate.

9.0 Future Districts

- Carleton Street Park will create a new public open space for the East District and provide a new space for commemoration.
- Laneway upgrades throughout this district will provide better connection for pedestrians while maintaining the laneways' operational function for businesses.
- Memorial Park upgrades and increased service levels will set it up for success and recognition as a regional destination park.
- Enhanced programming opportunities at both Memorial Park and Tom Davies Square courtyard create unique experiences for visitors, residents and employees in the Downtown.

flexibility, most of the sites have been designated as mixed use to allow the district to evolve organically and to not impede successful growth.

The successful completion of the Laurentian University McEwen School of Architecture has transformed the northwest corner of the district into vibrant space with aesthetically pleasing built form design.

The second and third phases of the Elgin Greenway will create further connections into the Downtown and grow a greener more lush western boundary, creating a softer separation between the city and the railyards.

9.3 Central District (District 3)

The Central District will remain one of the Downtown's main shopping and dining destinations. Durham Street will continue to be celebrated as one of the most important streets in the city. Durham Shared Street will be a place where people can connect and celebrate, with the opportunity to expand into street parking stalls for special occasions or events for the stores and restaurants.

Several sites across the Central District have been identified to accommodate future growth and to provide options to fill out the housing continuum. For maximum

9.3.1 Design Considerations

Uses and Massing

- The Central District should be kept to smaller to medium sized infill to help close the gaps in the streetwall and preserve feel of the historic Downtown core, up to a maximum of four storeys depending on context.
- Adaptive reuse of heritage buildings with sympathetic rehabilitation is strongly encouraged.
- Integrated on-street parking should be required for smaller development parcels.

Siting and Orientation

- Any new development should continue to have main entrances facing onto public streets such as Elm Street, Brady Street, Paris Street and Larch Street. New development should also have activated uses and frontages interfacing with the public realm.
- New development should respect, incorporate and enhance the existing laneway structure.

Connections and Special Moments

- The Elgin Greenway (Phase 2) should be thoughtfully connected to the Cedar Street Pedestrian bridge to create an accessible, elegant and attractive structure.

- Durham Shared Street should continue to accommodate pedestrian zones, patio spaces, parking and travel lanes in a shared and flexible design.
- ‘Celebrate the Creek’ theming should be applied to new interventions in Memorial Park.



9.4 North District (District 4)

Elm Place remains a strong component of the North District and will continue to be an opportunity for mixed use development growth. It will keep diversifying its uses to provide employment, retail and community uses for the Downtown.

The Elm Street Revitalization will help to restore the former richness of Downtown’s original main street. Traffic calming, greening and a shared street approach will help to accommodate a mix of modes along the corridor. The improvements will help retain new businesses and attract new retailers along Elm Street.

Parc des Pins will create a new green open space for the Downtown and contribute towards the overall parkland provision level. It will also form the backdrop of some of Downtown’s cultural buildings including: Christ the King and Paroisse Sainte-Anne-des-Pins. The creation of this park results from the closure of Durham Street north of Elm to cars and to create a non-motorized only zone. Parc des Pins also repurposes part of the Elm Place parking area and creating a softer and more inviting western edge of the mall block.



9.4.2 Design Considerations

Uses and Massing

- The mixed-use development site identified fronting on Ste. Anne Road should be set back from the street to allow for a generous landscaped zone.
- Elm Place should continue to improve and evolve, including its entrances and its relationships to the facing streets including Elm Street. Architectural features could provide additional visual interest and special paving to create a unique separation between the public and private realm along the frontage.
- There is a potential to add capacity for parking in the area by adding another level to the existing structure at Elm Place.

Siting and Orientation

- Elm Place should continue to activate the frontages along Elm Street and has the opportunity to create new frontages along Parc des Pins.
- New development should respect, incorporate and extend the existing laneway structure. The extension of Beech Street south creating a future connection to Elm Street will create new access points through the North District.

Connections and Special Moments

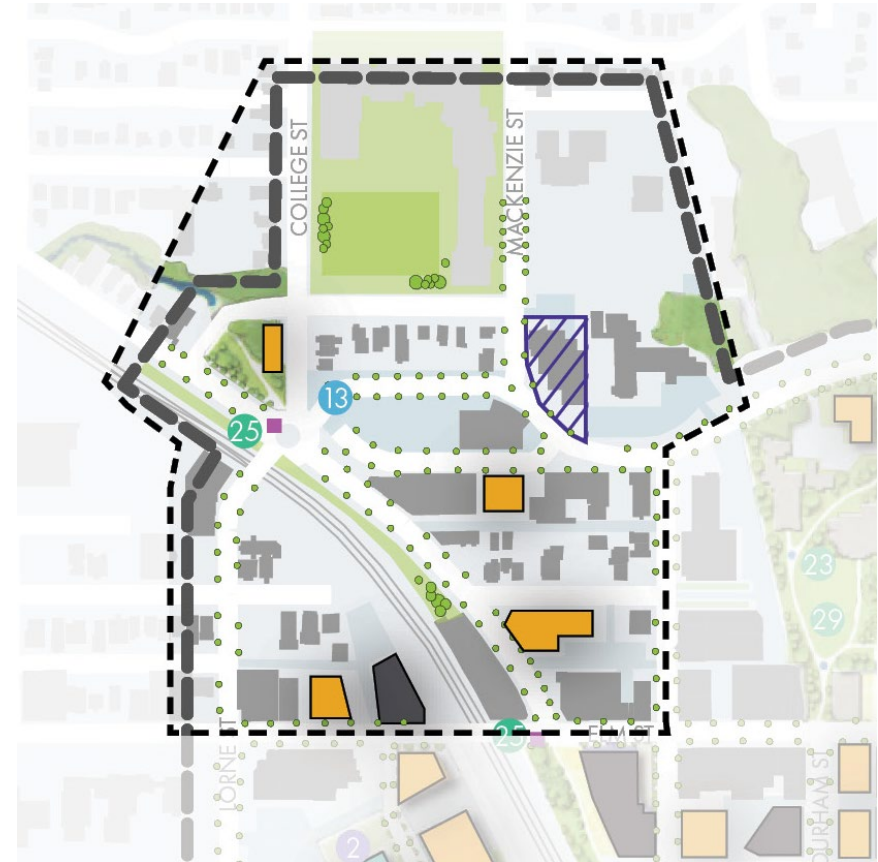
- Parc des Pins should be designed to respond to the desire lines of the community and the edges should be formalized with access points and signage.
- A linear plaza along the Elm Street Elm Place frontage will help to animate the streetscape and create a more hospitable environment for pedestrians.
- While not formally in the boundary area, Ste. Anne Stair is an important connection for the neighbourhood on top of the bluff to the Downtown. Efforts should be made to create a more formalized and visually prominent crossing from the base into the North District.

9.5 North-West District (District 5)

The Ste. Anne Road Extension and Roundabout have improved traffic in the area and have created a more complete 'ring road' for the Downtown. More mixed use development opportunities have been identified in this district to help diversify the area while also providing locations for housing. The roundabout creates a unique opportunity to have Gateway features including signage, planting and public art to announce entry into the Downtown.

The reorganization of parcels with the Ste. Anne Road Extension have created new opportunities for mixed use development.

South of Ste. Anne Road, there is more mixed-use potential including south of Evergreen and Beech Streets as well as adjacent to the N'Swakamok Native Friendship Centre.



9.5.2 Design Considerations

Uses and Massing

- Reconfiguring the streets in this district will allow a number of additional infill development opportunities.
- Infill sites will support repairing the gaps in the streetwall network.
- Parking will generally be provided through on-street parking and surface lots where appropriate. Surface parking should always be buffered from the street by buildings or with landscaping.
- Taller buildings are encouraged along the edge of the Downtown core to announce arrival into the Downtown.
- Development sites closer to the centre of the Downtown and in closer proximity to heritage buildings should have lower heights, with low- to mid-rise development.

Siting and Orientation

- Mixed use development should be set back from the edge of the right-of-way to allow for patio spaces and extended public/private realm space.
- New development should incorporate and extend the existing laneway structure in the district.

Connections and Special Moments

- The mixed use development west of College Street should be incorporated with a privately owned publicly accessible green space which incorporates the 'Celebrate the Creek' theming with Nelson Creek in mind.
- The reconfiguration of Ste. Anne Road extension and roundabout should be designed with interesting landscaping that sets this corner of the downtown apart from the others.
- Existing historic buildings in the district should be adaptively reused and celebrated with new landscaping and streetscape design which highlights and accents the character of the buildings.

9.7 West District (District 6)

The West District is located to the west of Elgin Street and across the CP corridor. It is the only location in the Downtown capable of supporting major new development. The 2012 DMP imagined this district as the location of a new jointly developed (public and private sector investment) Inno-Tech Park. This campus style development is still the focus of this district with some minor changes. To be more flexible, the development for Inno-Tech Park incorporates more mixed-use development to balance the specific office format.

Inno-Tech Common still forms a green connection through the district connecting the new development across the rail corridor via the Cedar Street Pedestrian Bridge as well as the Larch Street West Extension. The Common is positioned to protect views down Larch Street through to the McEwen School of Architecture building.



9.7.2 Design Considerations

Uses and Massing

- The new mixed use and office development will create a new mass of development west of the rail corridor.
- Buildings should be able to support larger floor plates of up to 25,000 square feet.
- Pedestrian scaled design should be incorporated to balance the larger scale of buildings through interaction with the public realm and with activated frontages in the mixed use buildings.
- Office development should have ground floor articulation that is interesting to pass including glazing and landscape features.
- Taller buildings may be tolerated in this zone due to its edge condition.

Siting and Orientation

- Inno-Tech Common will act as a green spine running through the district and connecting to the bridge to cross into the Downtown core. It will also help to contribute to the Downtown's parkland provision.
- Buildings should have active frontages which address the street with main entrances facing the public realm along Larch Street, Elm Street and Lorne Street.

- Buildings should be set back to allow for landscaped zones.
- Building utilities and servicing should be aligned to the rear of new developments, and along the rail corridor where applicable.
- Any new surface parking should be screened from the street using trees, landscaping and/or built form features.
- 'Hostile Infrastructure' is strongly discouraged.

Connections and Special Moments

- The Cedar Street Pedestrian Bridge should be designed with elevated aesthetics and has the potential to be 'iconic,' creating a gateway from the West District across the tracks into the Downtown. It should connect into the new mixed-use development on the western side.
- The Larch Street West Extension right-of-way should be protected from short term development.
- Potential future right-of-way extensions should also be considered if and when the Railway Yards are redeveloped in the future for potential connections.

9.8 Railway Yards (District 7)

During the 2012 DMP process, the community was outspoken with its desire to relocate the rail function out of the Downtown and to repurpose the area for a new system of streets, parks and new urban uses as well as a desire for high-speed rail infrastructure to connect Greater Sudbury to other major urban centres.

The DMP Update acknowledges these desires. The relocation and redevelopment of these lands will continue to be a significant undertaking.

A rail relocation study was proposed as a first step in consultation with the rail company which would examine the need and feasibility of relocation through a variety of options.

If the result of that study is to relocate, then a comprehensive master planning process should be undertaken for the new lands in order to determine how to integrate it into the Downtown, highest value and best use of the new area, how to layout of the streets, parks and new development as well as the required remediation, servicing and infrastructure implementation phasing and costs.



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10.1 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, social assistance, operational enhancements and city planning. The updated vision anticipates incremental 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 continue to 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.

10.1.1 Phasing

The DMP sets out a multi-year agenda for improving the Downtown. To ensure that the Action Strategy can 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 to bring the DMP to life.

Short Term (1 to 2 years)

- Enhanced Operations and Maintenance (Immediate and ongoing)
- Events Centre (underway)
- Cultural Hub (underway)
- Shopping/Dining Destination
- South District Pedestrian Mall
- Ste. Anne Extension, Cycle Route and Roundabout
- Pedestrian Connection (through Memorial Park)
- Transit Terminal Expansion
- Brady Street Calming
- Elgin Greenway (Phase 2)
- Memorial Park Expansion
- Carleton Street Park
- Minto Civic Corridor
- Public Washrooms
- Social Services
- Implement 2025 Downtown Action Plan

Medium Term (3 to 5 years)

- Station Building Adaptive Reuse
- Station Plaza
- Elm Street Revitalization

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- Paris Street Beautification
- Durham Street Upgrade
- Elgin Greenway (Phase 3)
- Van Horne Realignment
- Fire Hall Renovations

Long Term (6 to 10+ years)

- Innovation-Technology Park
- Larch Street Extension – West
- Cedar Street Pedestrian Bridge
- Parc des Pins
- Inno-Tech Common

Ongoing (anytime and/or longer-term)

- Elm Place Improvements
- Prestige Office Sites
- Pedestrian Focused Mixed Use Neighbourhood
- Expansion of Cycle Network
- Parking Strategy
- Laneway Upgrades
- Bicycle Parking
- Gateway Treatments
- Festival / Enhanced Programming Spaces

- Downtown Greening
- Public Art Master Plan Implementation
- Heritage Strategy
- Built Form Guidance
- Celebrate the Creek
- Grocery Store/Food Access
- Housing Continuum
- Mixed-Use Infill Opportunity
- Enhanced Service Levels
- Improving Access to Inclusive Spaces

10.1.2 The First Five Years

The next five years represent major changes to the Downtown with the realization of several of Greater Sudbury's Transformation Projects. Many of the initiatives of the DMP identified above to occur in the short (1 to 2 year) and medium (3 to 5 year) terms tie in with these major projects, occurring in or creating connections to the South District.

The Five Year Plan presented below highlights the more immediate opportunities for revitalizing Downtown Sudbury and maps out the major initiatives that could be realized by City Council and the community over the next five years. These selected projects are considered to be strategic interventions with the potential to dramatically enhance the

10.0 Action Strategy

Downtown, by building upon the major investments in the South District, creating connections throughout and into the Downtown, continuing beautification and greening projects, and providing an enhanced level of support and services for all users of the Downtown. Realizing these initiatives sets the foundation for the achievement of the longer-term Vision, as presented in [Section 7](#).

10.1.3 Funding

The Master Plan and its projects must be funded by the community over time as opportunities present themselves. The City of Greater Sudbury, Federal Government, Provincial Government, other public organizations, community partners and the private sector have and will continue to invest in Downtown Sudbury. Further consideration should also be given to the shared use of space between agencies and institutions and public/private partnerships to advance the Plan.

The following is an updated list of the types of programs that could be accessed to help fund the projects and initiatives contained in the Master Plan, including:

Federal Government Program Funding

1. Canada Community-Building Fund (CCBF)
2. Canada Public Transit Fund
3. Canada Housing Infrastructure Fund (CHIF) - Direct Delivery stream

4. Canada's National Housing Strategy funding / Canada Mortgage and Housing Corporation (CMHC)
 - Reaching Home
 - Affordable Housing Fund
 - Affordable Housing Innovation Fund
 - Federal Community Housing Initiative
 - Community Housing Transformation Centre - Sector Transformation Fund – Local Projects
 - Community Housing Transformation Centre - Sector Transformation Fund – Sectoral Impact Projects
 - Apartment Construction Loan Program
5. Business Development Bank of Canada (BDC) Loans and Financing
6. Federal Economic Development Agency for Northern Ontario (FedNor) Funding
 - Northern Ontario Development Program (NODP)
7. Nickel Basin Federal Development Corporation (NBFDC)
8. Canadian Heritage Funding
 - Building Communities Through Arts and Heritage — Local Festivals
 - Legacy Fund – Building Communities through Arts and Heritage

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- 9. Canadian Council for the Arts - Short-Term Projects Grant
- 10. Canada Post – Community Foundation Grants

Provincial Government Funding

- 11. Northern Ontario Heritage Fund Corporation (NOHFC)
 - Enhance Your Community Program
 - Community Events Program
- 12. Ontario Transit Investment Fund (OTIF)
- 13. Ontario Trillium Foundation
 - Seed Grant
 - Grow Grant
 - Capital Grant
 - System Innovations Grant
- 14. Ontario Community Environment Fund (OCEF)

Local / Municipal Funding

- 15. Greater Sudbury Community Improvement Plan
- 16. Greater Sudbury Development Corporation (GSDC)
 - Community Economic Development Fund
 - Tourism Development Fund
 - Arts and Culture Grant Program
- 17. Downtown Sudbury Business Improvement Area (BIA) Association

Other Funding

- 18. Federation of Canadian Municipalities (FCM)
 - Growing Canada’s Community Canopies initiative
 - Planning: Early support grant for sustainable affordable housing projects
- 19. Green Cities Foundation - #GreenMyCity
- 20. Green Communities Canada – Living Cities Canada Fund
- 21. Community Foundations of Canada – Free to Play fund

Private Sector Funding/Sponsorship

- 22. Scotts Canada Limited - *Gro for Good* program
- 23. Meridian Good Neighbour Program
- 24. Foundation Honda Canada
- 25. Medavie Foundation – Healthy Living funding

The Action Strategy Matrix presented in [Section 10.1.5](#) identifies in general terms the potential sources of funding for each initiative.

10.1.4 Building Momentum: Year 1 Actions

The following actions should be undertaken by the City and its partners within the first year of implementation. These actions will ensure that the momentum from the initial DMP and current transformation projects is carried forward and a solid foundation for future change is continued.

Endorse and Action

1. City Council should adopt this Master Plan update and implement Year 1 Actions outlined herein.
2. City Staff to update the detailed five-year Implementation Plan and budget.
3. City Council should consider and approve the updated Implementation Plan, referring approved projects to relevant departments for inclusion in their ten-year capital planning processes.
4. Re-establish the DMP Implementation team, to include members from the City, the BIA, the Chamber of Commerce, educational institutions, arts and cultural institutions, GSPS and social services.
5. Review, prepare and adopt amendments to the City's Official Plan, Zoning Bylaw, and Community Improvement Plan as outlined in [Section 10.2](#).

Activity and Growth

6. Continue construction progress on the Events Centre and Cultural Hub.

7. Issue EOI for mixed use development with pedestrian mall for ground floor commercial uses, upper floor office space, residential uses, hotel, and parking structure for the existing arena site.
8. Identify specific sewer and water capacity constraints and prioritize their improvement based on development potential for inclusion in the ten-year capital planning processes.
9. Support further redevelopment in Elm Place and other mixed use, office, and/or residential developments through improved/dedicated downtown incentive programs.

Access and Connectivity

10. Improve the current transit terminal location per the Mobility Hubs recommendation.
11. Further define, budget for and construct the re-alignments to the road network for Van Horne Street, Elgin Street, and Minto Street in the South District.
12. Implement the Memorial Park upgrades, including pedestrian connections through the park.
13. Continue construction progress on the Ste. Anne Street extension, cycle route and roundabout.
14. Identify, prioritize and budget for bicycle and active transportation improvements into and through the Downtown.

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- 15. Further review parking capacity in existing private lots and the ability for use during peak times; in addition, explore potential for a parking structure.

- 22. Work with the BIA to identify festival / programming space needs and opportunities, and create an action plan to address issues.

Beauty and Pride

- 16. Work with the BIA to increase standard maintenance operations such as garbage pick-up, street cleaning and snow removal.
- 17. Continue the calming of Brady Street, with the preparation of detailed designs for pedestrian and public realm improvements at the intersection of Brady and Minto Street.
- 18. Continue construction progress on the next phases of the Elgin Greenway.
- 19. Prepare detailed designs and undertake improvements to Memorial Park.
- 20. Prepare detailed designs and undertake improvements to Minto Street Civic Corridor that integrate the public realm with the design of the Events Centre and the Pedestrian Mall.
- 21. Review and prioritize downtown gateways, i.e. South District with the Transformation Project, and Elm Street at either end coincident with the Elm Street Revitalization, for example. Issue Request for Proposal (RFP) for artistic gateway elements unique to Sudbury and downtown and procure and install gateway elements.

Livability and Well-Being

- 23. Implement 2025 Downtown Action Plan.
- 24. Continue to implement the City’s Roadmap to End Homelessness.

10.1.5 Action Strategy Summary

Table 1: Action Strategy Summary

#	Project	Phase (Years)	Suggested Project Lead & Partners	Potential Funding	Policy Update	Next Steps
Activity and Growth						
4	Events Centre	1 to 2	-	Funded/Budgeted	-	Construction planned to start 2025, facility to be opened 2028
8	Cultural Hub	1 to 2	-	Funded/Budgeted	-	Construction planned to start 2025
6	Shopping/Dining Destination	1 to 2	CGS, GSDC, Private	City's CIP	Y	EOI to be released early 2026
5	Hotel / Conference Centre	1 to 2	CGS, GSDC, Private	City's CIP	Y	EOI to be released early 2026
7	South District Pedestrian Zone	1 to 2	CGS, GSDC, Private	City's CIP	Y	EOI to be released early 2026
9	Station Building Adaptive Reuse	3 to 5	CGS, GSDC, Private	BDC, City's CIP	Y	Prepare lease terms and identify potential restaurant

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						operators, prepare and release EOI
2	Innovation-Technology Park	6 to 10	CGS, GSDC, Private	BDC, FedNor, NBFDC, NOHFC	Y	Update market analysis, review concept development plans and prepare detailed business case
3	Elm Place Improvements	Ongoing/ Long Term	Private	Private, BDC, City's CIP, NBFDC, GSDC	N	Continue discussions with Elm Place to facilitate opportunities
1	Prestige Office Sites	Ongoing/ Long Term	CGS, GSDC, Private	BDC, City, GSDC, Private, NBFDC, NOHFC	Y	Update CIP to incentivize downtown more strongly; update infrastructure to support development
10	Pedestrian Focused Mixed Use Neighbourhood	Ongoing/ Long Term	CGS, GSDC, Private	BDC, FedNor, NBFDC, NOHFC	Y	Update CIP to incentivize downtown more strongly; update infrastructure to support development
Access and Connectivity						
13	Ste. Anne Extension, Cycle Route	1 to 2	CGS	CGS, Province, Federal Partially funded	N	Securing funding, issue tender for construction.

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	and Roundabout					
14	Pedestrian Connection (through Memorial Park)	1 to 2	CGS	CGS	N	Prepare detailed plans, secure funding, and implement improvements.
15	Transit Terminal Expansion	1 to 2	CGS	Partially funded	Y	Approve Transit Mobility Hubs recommendations, prepare designs, land acquisition.
16	Van Horne Realignment	3 to 5	CGS	CGS	-	Prepare plans, secure funding and issue tender for construction.
11	Larch Street Extension - West	6 to 10	CGS, CP Rail	CCBF, City, CP Rail, Federal, Provincial	Y	Amend Official Plan to show proposed road extension. Engage with CP to negotiate and enter into Agreement for Crossing.
12	Cedar Street Pedestrian Bridge	6 to 10	CGS	CCBF, City, CP Rail, Federal, Provincial	N	Engage with CP to negotiate and enter into Agreement for Crossing.

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D	Expansion of Cycle Network	Ongoing	CGS, Rainbow Routes	City, Province, Federal Partially funded	N	Prioritize improvements and continue to implement individually or through road improvement projects.
D	Parking Strategy Implementation	Ongoing	CGS, Private, GOVA	City, Private, FedNor, NOHFC, GOVA Partially funded	N	Implement short term recommendations including improved TDM, improved operations and maintenance and public realm.
D	Laneway Upgrades	Ongoing	CGS, GSPS, MLEO, Private, BIA	City, Private, BIA	N	Prioritize laneways for upgrades, advance designs, and secure funding.
D	Bicycle Parking	Ongoing	CGS, Private, BIA, Rainbow Routes	City, Private, Provincial, Federal, BIA, Rainbow Routes	N	Identify bike parking nodes on key active transportation routes, prepare RFT, and procure parking facilities.
Beauty and Pride						
D	Overall Beautification and Appropriate Service Levels	Immediate and Ongoing	CGS, MLEO	City, BIA Partially funded	N	Strike a committee to identify and prioritize desired operations and maintenance improvements.


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19	Brady Street Calming	1 to 2	CGS	City, BIA	N	Refine public realm plans, secure funding, and implement improvements.
20	Elgin Greenway Phase 2	1 to 2	CGS	CCBF, OCEF, FCM Partially funded	N	Next phase of construction planned to start 2026. Securing funding for future phases
20	Elgin Greenway Phase 3	3 to 5	CGS	CCBF, OCEF, FCM	N	Secure funding for future phases
27	Elm Street Revitalization	3 to 5	CGS	OTIF, CGS, BIA	N	Prepare detailed public realm plan for upgrades.
21	Memorial Park Expansion	1 to 2	CGS, BIA	FCM, Green Cities Foundation, BIA Partially funded	N	Refine public realm plans, secure funding, and implement improvements.
22	Minto Civic Corridor (South)	1 to 2	CGS	City	N	Refine public realm plans, secure funding, and implement improvements.

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26	Carleton Street Park	1 to 2	CGS	Funded/Budgeted	Maybe	Upgrade concurrent with Paris Street upgrades.
17	Paris Street Beautification	3 to 5	CGS, BIA	CCBF, OCEF, FCM, Green Cities	N	Refine public realm plans, secure funding, and implement improvements.
18	Durham Shared Street	3 to 5	CGS, BIA	CCBF	N	Consult with business owners and BIA on prepared public realm improvement plans, refine plans, secure funding and implement improvements.
28	Station Plaza	3 to 5	CGS, GSDC, Private	FCM, Green Cities, NOHFC, Canadian Heritage	Y	Prepare public realm plan for upgrades; coordinate with potential Station Building plans/operators. 
23	Parc des Pins	6 to 10	CGS, Private Property Owners	FCM, City, Private	Maybe	Work with landowners to create landscape and property acquisition strategy.
24	Inno-Tech Common	6 to 10	Private, CGS	Private, FCM	Maybe	Develop concurrent with Inno-Tech Park Development.

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25	Gateway Treatment	Ongoing	CGS, GSDC, Local Arts Community, Up Here	Canadian Council for the Arts, City, Local Arts Community	N	Prioritize gateways, prepare EOI/RFP for artistic gateway treatments, secure funding.
29	Enhanced Programming Spaces	Ongoing	CGS, GSDC, BIA	NOHFC, Canadian Heritage, Canadian Council for the Arts	N	Strike committee to review potential programming opportunities, prioritize desired improvements, prepare designs if necessary, secure funding.
D	Downtown Greening	Ongoing	City, Private, BIA	Canadian Water Agency, OCEF, FCM, BIA	N	Prioritize streets and public spaces for tree planting, and replacement of existing planters. Prepare designs where required, secure funding, and implement.
D	Public Art Implementation	Ongoing (concurrent with other projects)	City, GSDC, Up Here, Local Arts Community	Canadian Council for the Arts, City, Province, Federal, Private	N	Develop new public art installations where appropriate as part of proposed capital projects.
D	Heritage Strategy	Ongoing	City, Municipal Heritage	Canadian Heritage, City	N	Continue implementation of existing Heritage Strategy.

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			Advisory Panel			
D	Built Form Guidance	Ongoing	City, Property Owners	City	Maybe	Consider adding additional required studies for development; develop Downtown urban design guidelines
D	Celebrate the Creek	Ongoing (concurrent with other projects)	Varies by project	Canadian Water Agency, OCEF	N	Work with partners to incorporate Creek elements in landscaping and education in parks and streets.
Livability and Well-Being						
D	Public Washrooms	1 to 2	CGS, BIA	City	N	Prepare RFP, secure funding and implement.
D	Social Services	1 to 2	CGS, CMHA	City, Provincial, Federal Partially funded	N	Work with other partners to increase the number of services available
D	Implement 2025 Downtown Action Plan	1 to 2	CGS, CMHA, Provincial, Federal	Existing funding sources through April 2026	N	Implement recommendations from Action Plan including plan for expanded hours of

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						operation of the warming centre
30	Fire Hall Renovations	3 to 5	CGS	CCBF Funded	N	Prepare designs, prepare RFP, secure funding and implement.
D	Grocery Store/Food Security	Ongoing	CGS, GSDC, Private	BDC	N	Update CIP to incentivize grocery/food retail more strongly
D	Housing Continuum / New Residential Opportunities	Ongoing/ Long Term	CGS, McEwen School of Architecture, Private	CMHC, CHIF, City's CIP Partially funded	Y	Update OP to remove barriers, update CIP to incentivize downtown more strongly; update infrastructure to support development; review opportunities for 'made in the north' housing solutions
D	Mixed-Use Infill Opportunity	Ongoing/ Long Term	CGS, GSDC, Private	BDC, FedNor, NBFDC, NOHFC	Y	Update CIP to incentivize downtown more strongly; update infrastructure to support development
D	Enhanced Service Levels	Ongoing	CGS, GSPS, MLEO, BIA	City, Provincial, Federal Partially Funded	N	Strike a committee to identify and prioritize desired service level improvements.

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D	Improving access to inclusive spaces	Ongoing	Non-profit organizations, City	Trillium Fund	N	Strike a committee to identify and prioritize desired inclusivity improvements.
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*Note: 'D' projects are Downtown-wide initiatives.

10.2 Policy Directions

10.2.1 City of Greater Sudbury Official Plan

The City's Official Plan is supportive and encouraging of development in the Downtown and was amended in 2019 to incorporate the DMP directly into policy direction.

It is recommended that the Official Plan be updated to be more facilitative by removing additional barriers or requirements where possible, and to update specific policies and programs based on the updated DMP, as follows:

In Section 4.2.1:

- Policy 1, consider adding language to support adaptive re-use for a wider variety of uses in the existing building stock.
- Policy 2, consider removing the requirement for parking for residential uses, rather letting the market dictate the provision of parking.
- Programs, update or remove specific projects listed in the DMP, and instead refer to the continued implementation of the DMP.

In Section 4.2.1.1:

- Amend to include specific references to commercial services and amenities, i.e. food store/grocery to service residents downtown.
- Policy 4, amend to reflect the uses that have been or are currently being constructed (arena, art gallery, Place des Arts, central library).
- Program 3, update per updated DMP.

In Section 4.2.1.2:

- In preamble, update downtown population per most recent figures.
- In Policy 4, remove the limit on age of building for residential conversion.

In Section 4.2.1.3:

- Program 3, update to reflect expanded transit terminal in the existing location in the short term.

In Schedule 7 – Transportation Network

- Update to show Larch Street Extension to the west

10.2.2 Zoning Bylaw 2010-100Z

The City’s Zoning Bylaw’s C6 Downtown Commercial (C6) Zone is already permissive of a wide variety of uses and in terms of zone provisions. However, the following amendments are recommended to further remove barriers to development:

- In Section 4.15.4, creating an exception in the C6 zone for the planting strip between non-residential and residential lots, as Table 7.3 permits 0 metres interior side yard setbacks and 100 per cent lot coverage for non-residential uses.
- In Table 5.6, remove residential parking requirements, to conform to the recommended revisions to the Official Plan, letting the market determine parking space provision.
- In Table 7.2, consider additional uses that could lend themselves for adaptive re-use of existing building stock that are appropriate to permit as-of-right.
- In Table 7.3, remove the interior side yard setbacks for residential use, instead letting the Building Code prevail.

10.2.3 Community Improvement Plans

The City recently updated its Strategic Core Areas CIP, Brownfield Strategy and CIP, and Affordable Housing CIP all into one document, a new Greater Sudbury CIP (GSCIP), adopted in September 2025.

The GSCIP is comprehensive in its offerings for incentives throughout the municipality, to areas referred to as ‘nodes’, ‘corridors’ and/or ‘built-up areas’. While important from an equity perspective across the City, it does little to specifically incentivize Downtown investment over retail strips, big box, new-build and greenfield areas which are already the areas that have seen much of the investment activity in Greater Sudbury over the last ten years. The only incentive specifically for the Downtown is a Tax Increment Equivalent Grant (TIEG) for parking structures.

As indicated in the background report, there has been little private investment in the Downtown in recent years, either on the commercial (office/retail) or residential sectors, with the notable exception of the Scotiabank Towers residential conversion, with contributions from the City’s CIP.

To complement the major capital infrastructure spending of the new Event Centre and Cultural Hub, as well as the EOI for South District mixed use development, the City should consider upping its downtown incentives. It could

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also reduce, pause or eliminate incentives in other areas of the city to focus development to the Downtown core for a period of time.

A specific incentive for the South District EOI area should be created with very attractive terms to bring potential investors back into the Downtown area. This could include the existing TIEG and housing accelerator programs but should also include incentives for creation of commercial space and a hotel. Consideration should be given to increasing incentives specifically for the downtown to indicate primacy for redevelopment in this area in the short term.

10.3 Conclusion

Downtown Sudbury as the vibrant heartbeat of northern Ontario is a bold vision for the Downtown of our municipality. This transformation will not happen overnight, rather it will take time and money, patience and perseverance, belief and champions, care and compassion, and changing attitudes to see the vision through to reality.

Significant investment is currently being made by the City of Greater Sudbury and its partners. With steady, incremental change, residents and visitors will one day be able to live, work and play in the Downtown that is envisioned.

Appendix A

2012 Downtown Master Plan

The 2012 Downtown Master Plan can be found at the link here:

<https://www.greatersudbury.ca/play/downtown-sudbury/downtown-master-plan/>

Appendix B

Engagement Summary

City of Greater Sudbury Downtown Master Plan – Visioning Session Summaries

Community Visioning – Session #1 (Hybrid) November 18, 2024

Overall Summary

Vision Statement:

- **Conciseness:** The vision statement should be shorter and more focused.
- **Sudbury-Specific:** Highlight unique aspects of Sudbury, such as its natural beauty and historical recovery.
- **Connection:** Link the past, present, and future in the vision.

Vision for the Downtown in the Future:

1. **Safety and Perception:**
 - Address homelessness and addiction issues to improve safety and public perception.
 - Increase police presence, security, and lighting.
2. **Post-COVID Adaptation:**
 - Adapt to the shift to remote work and find ways to attract people back downtown.
3. **Residential Growth:**
 - Encourage more people to live downtown by providing necessary resources, support, and accessible housing.
4. **Inclusivity:**
 - Prioritize Indigenous representation and reconciliation efforts.
 - Create a harmonious living environment for all residents.
5. **Infrastructure and Amenities:**
 - Ensure the downtown has the necessary infrastructure to support residents and provide appealing amenities.
 - Develop a walkable downtown with easy access to essential services and amenities (15-Minute Neighbourhood).
6. **Attract Residents:**
 - Offer incentives and develop features that appeal to potential residents, such as inspiring retail experiences, vibrant cultural and social scenes, and connections to nature through trails and green spaces.
7. **Support Businesses:**
 - Encourage a diverse range of businesses, including maker spaces and collaborative storefronts.

8. **Community Engagement:**
 - Foster a sense of community by providing opportunities for connection and participation.
9. **Authenticity:**
 - Highlight the city's unique character and natural beauty.

Specific Areas of Focus:

1. **Celebration:**
 - Public celebrations, cultural events, diverse programming, and family-friendly environments.
 - Beautification with more trees and pedestrian-friendly spaces.
2. **Beauty:**
 - Focus on greenery, cleanliness, security, public amenities, and preserving heritage buildings.
3. **Creativity:**
 - Support for performance artists, art shows, live action events, and pilot projects.
 - Recognition of successful initiatives like Place des Arts and Up Here Festival.
4. **Innovation:**
 - Promotion of urban agriculture, bold interventions, green businesses, and community engagement.
5. **Destination:**
 - Develop tourist attractions, improve accessibility and transportation, and shift the parking mindset.
6. **Urban Living:**
 - Address safety concerns, support mixed-use development, and enhance vibrancy with more housing and amenities.
7. **Heart of Greater Sudbury:**
 - Make downtown the cultural hub with festivals and multicultural performances.
 - Improve walkability and promote downtown destinations.
8. **Inclusivity:**
 - Better care for unhoused neighbors, create a harmonious living environment, and address perceived elitism in investments.

Additional Suggestions:

- **Future Planning:** Emphasize future planning and competitions.
- **Transit:** Improve public transit to be safe, clean, and reliable.
- **Public Spaces:** Create amazing outdoor public spaces and address homelessness compassionately.
- **Accessibility:** Ensure downtown is accessible for all people.
- **Tourist Trails:** Develop tourist trails and attractions.
- **Catalysts for Change:** Focus on what will catalyze change and the importance of active listening and engagement.

- **Walkability:** Reinforce the idea that downtown should be walkable.

Overall Key Themes:

- **Improved Aesthetics and Greenery:** Cleaner, more inviting downtown with increased green spaces and pedestrian areas.
- **Enhanced Safety and Security:** Safer downtown environment, especially at night.
- **Business and Economic Growth:** Thriving businesses, fewer abandoned storefronts, and businesses staying open later.
- **Improved Public Spaces and Amenities:** Better public transit, bus shelters, street furniture, and public wash facilities.
- **Support for the Unhoused:** More support for unhoused individuals, including housing and public wash facilities.
- **Greener and More Sustainable Downtown:** Rooftop gardens, pollinator-friendly gardens, and a focus on environmental responsibility.
- **Parking and Traffic Management:** Manage parking differently and reduce car traffic for a more pedestrian-friendly environment.
- **Arts and Culture:** Importance of arts and cultural spaces like Place des Arts.
- **Community Collaboration:** Collaborate with institutions like the McEwen School of Architecture for urban design projects.

Things People Love:

- Pedestrianized areas, arts and cultural spaces, YMCA, McEwen School of Architecture, and the Sudbury Farmers Market.

What People Would Change:

- **Aesthetics and Greenery:** Remove old store signs, add more trees and green spaces, improve cleanliness.
- **Business and Economy:** Fewer bankrupt businesses, more thriving establishments, businesses staying open later.
- **Safety and Security:** Increased safety, especially at night, and improved street lighting.
- **Public Spaces and Amenities:** More pedestrian areas, improved public transit, more street furniture, and public wash facilities.
- **Support for Vulnerable Populations:** More support for unhoused individuals, including housing.
- **Sustainability:** More green spaces, rooftop gardens, edible landscapes, and pollinator-friendly gardens.

Activity #1: Vision – Participant Notes – Small Group Notes on Vision Statement

1. Add recreation. Too long. We are an economic hub for CGS. A vibrant central destination that is safe, beautiful and always something to do.
2. Downtown Sudbury is a meeting place for people of different cultures, a place to consume and share new ideas and a centre for business, culture, knowledge, entertainment and recreation. We are the economic hub for the City of Greater Sudbury. A vibrant, central destination that is beautiful, safe and there is always something to do.
3. Some good aspirations but falling short of being realized 12 years later. Not idiomatic English (It sounds like a literal translation of the French).
4. How? I don't know that I see Sudbury and think 'the future'! I would call it what it is, though we aren't sure what that is. Maybe more housing that is accessible. Keep the Nature!
5. Stronger language/bolder phrasing/Specificity. Downtown is a place to LIVE, not just come to. Needs mention of accessibility, in the context of eliminating physical barriers. Speak to our access to nature, our national landscapes. Sudbury is an urban nexus amongst the wild natural Northern environment.
6. Integrate the downtown, celebrate the earth, not 'sell' the city
7. Concise Keywords / statement → instead of stories. Beauty → what is it? Not consistent. Living environment / Living together. Safety + cleanliness → variety of housing (B/V) - It seems like B/V might be an abbreviation, potentially for something like "beautiful/varied". Sustainable development / investment. Connectivity with external communities/suburbs. Bolder Vision. Less generic.
8. This is too long! What is our one attribute to Sudbury, what is our one attribute to highlight. 330 lakes are to be highlighted. Need to highlight our past to show how far we have come. Soul of the city is how we have recovered! Need to showcase before & after greening efforts. Respect is burning part of culture! There is a need to have Suburban's be the main target to come downtown. People living in periphery need to come downtown for cultural and social reasons. People need to live downtown. 15 min city needed in downtown.
9. One of the big problems is that of the homeless in the city center. Many people from other parts of the city are afraid to go there. A solution that has helped other cities like Whitehorse, Calgary is the construction of small bungalows in a designated area. They also moved services to this location. We must dream! We live on Jack Street, it's incredible what we can do! It is very good to also have beautiful things happening as well. It's going well!
10. Safety - homelessness addiction, bad experiences. Lack of "workers" (people at home, not downtown during/post Covid). "The 15 Minute Neighbourhood" (e.g. Rabba in Toronto/cafés, etc. Need resources/support to have people living downtown. Indigenous representation - 2012 Plan likely to reach out = is reach out/. Indigenous reconciliation happening now? Do we have infrastructure to support residential / residents + activities. Do what will attract them to downtown. Include inspiring retail.
11. THE REASON TO COME BACK → NATURE. ONE OF THE CITIES WHERE NATURE IS SO ACCESSIBLE / BRING IN DOWNTOWN ↓ MAKE TRAILS CONNECTING THE DOWNTOWN. TOO LONG TO READ ↓ NATURE & ART

12. The statement is too basic. Too polite? Too PC. Elevate certain points: NATURE ↗ More links to... ART ↗ Events, programs (outdoor) Summer/Winter. More markets. Reason to get out? → connect/assist/buy/consume. Too big a space — Get more businesses to share a storefront! To rent for 1 business? (kind of like waterloo art store) ↘ did they close?? MAKER SPACES!!! There are art students here.

Activity #2: Vision Activity Large Plots

Downtown is a centre for celebration

- "Celebrate, student achievements publicly..." - Suggests public celebrations of achievements.
- "Cultural celebrations/decorations/parade..." - Ideas for cultural events and decorations.
- "Different events/celebrations..." - Emphasis on diverse events.
- "More Programming + Events"
- "Trees to greatly improve the look of the street"
- "Could use PRESTART"
- "Program + reasons to celebrate."
- Close the roads – pedestrian.
- Family-friendly environments + spaces
- "More festivals"
- "Downtown treasure hunt with App"
- "More multicultural Festivals" (-More multicultural festivals)
- "Better use of Park space, used for parties. Sharing food, Festivals, Bar (Bule)"
- "TRUE event activate downtown Sudbury"

Downtown is a centre for beauty

- "Trees, flowers will beautify" - Focus on beautification with greenery.
- "Needs to be cleaned strewn" - Concerns about cleanliness.
- "Clean up - lack of cleaning post events/weekends"
- "Garbage solution - strewn during events"
- "Need planting - diversify the types of trees planted"
- Cleanliness / Security - daily teams
- Police/Security/Lights
- Toilets

- More art"
- "More architecture"
- "Green laneways"
- More trees
- More trees" (-More trees)
- "Cleaning"
- "Decoration"
- "-More Lights"
- "More GARBAGE CANS (Actually Emptied)"
- "Street greening"
- Connection to Bell Park
- Rocky beauty
- Heritage buildings and restorations

Downtown is a centre for creativity

- "Performance Artists, Noise Buzz, Live Action, 'flash'"
- "Art Shows"
- Pilot Projects to be tested."
- "Some good strides (e.g., Place des Arts, the outdoor theatre + Up Here Festival + murals)"
- Arts, murals, theatre, music
- "More music for the public"
- "More art co-ops"
- "Mixed use buildings"
- Yes! We are doing great at this!"
- "Laughing leisure"
- "Layers"
- "Skatepark"

Downtown is a centre for innovation

- "Food forests & community gardens in downtown greenspaces - promote growing & eating local"
 - "Use flat roofs for urban agriculture & pollinator gardens"

- Grotto / use this more - Streetcars?
- Evolving Arts / change - techniques / projections (flag)
- "A BOLD INTERVENTION"
- "Green businesses"
- "Food Production"
- "Yes! yes!" (Yes! yes!)
- Bring more people downtown
- NORCAT Skills Training / HANRI programming / location downtown

Downtown is a destination

- "Annual event to draw tourists (e.g., festival)"
- "Museums - Art, Science, History, etc."
- "Apparently, there is a Science North - could be expanded?"
- "Just passing through"
- Accessible
- Public transportation
- Greenery
- Trees
- "Shift the parking mindset"
- "Add parking garages."
- "It is and it is not they come, and they leave"

Downtown is a centre for urban living

- "Not safe to walk at night."
- "Make better use of urban infill for vacant lots for mixed-use development (e.g., retail on ground floor & transitional housing with live-in supports for upper 2-3 storeys)"
- "WILD → is in surrounding → nature"
- Bike paths
- Multi-use buildings
- Parking
- Parks

- Diversification of businesses (popular stores - Starbucks, Lululemon, etc.
- "THE GREENEST DOWNTOWN IN NORTHERN ONTARIO."
- "People centred is where?"
- "Develop Memorial Park"
- "Need housing"
- "Public Washrooms" (Public washrooms)
- Connected and lively to the city
- Seems dead and there is not much to do.
- Affordable condos needed.
- More midrise residential development

Downtown is the heart of Greater Sudbury

- "Transit is free?"
- "Home"
- "Make it the cultural hub"
- "Festivals - multicultural performances"
- "Programming..." (trails off)
- Promotion of destinations that are downtown.
- "Often Sudburians don't go"
- "It can be" (-It can be)
- Walkability

Downtown is a centre for everyone

- "But not at night."
- "Sudbury must do A LOT better at caring for our unhoused neighbours - they had to stay during the day & had NO wash facilities - more shelters + transitional housing then there would be less stigma, & people who feel 'unsafe' would be more likely to come downtown."
- Residential
- Living environment / Living together
- Harmoniously
- "THE GREENEST DOWNTOWN IN NORTHERN ONTARIO."
- "MANY DO Not perceive the core as safe"

- "Cohabit with the unhoused."
- "Draw people through activities. (this needs urban choreography)"
- "Investments have been slightly elite" (-investments have been slightly elite)
- "Does not cater to the big box store, chain restaurant loving people" (-does not cater to the big-box store, chain restaurant-loving people)

Other:

- "2050 competition."
- "April - 2041" and "PLAN"
- "Talking optimism"
- "Budget, Confused"
- "Boulevard, Trees, no planters!"
- "TRANSIT"
- "More connections to everywhere"
- "Hub - Transit Centre"
- "Needs to be safe, clean, & functional"
- "Transit - use as the 'backbone' of the city"
- "Transit - so easy to get on/off"
- "Transit - safe, clean, reliable"
- "All Spaces are full"
- "Medina lane one way only"
- "Tax vacant storefronts to drive development"
- "Friction between service providers and businesses owners"
- "LIGHTING"
- Create an amazing outdoor public space
- "Homelessness has to be addressed meaningfully + compassionately to change the negative image of downtown & make it a more desirable destination, in addition to modelling inclusive & innovative approaches to social + spatial justice."
- Downtown is Accessible - "(for all people regardless of physical, sensory, or cognitive abilities)"
- Tourist trails/Attractions)
- "Word - Catalyst"

- "What will catalyze disaster? is it the now? est ce autre? is it 'mismanagement'? - is it designed beauty?"
- "Test-drive & grow"
- "Cash new creams could catalyze new business"
- "Be active. Listen to them & the games"
- "'Downtown is - Walkable City' - walk to, walk around, walk home"
- "On Beauty: better facilitation of decoration"
- "Voids - 70% space good INNOVATION."
- "Cartridges." (This is unclear)

Workbooks: Downtown Sudbury Community Visioning Workshop Feedback Summary

Overall Key Themes

- **Improved Aesthetics and Greenery:** Participants want a cleaner, more inviting downtown area with increased green spaces, trees, and pedestrian areas.
- **Enhanced Safety and Security:** There's a desire for a safer downtown environment where people feel secure, especially at night.
- **Business and Economic Growth:** Participants want to see thriving businesses that stay open later, with a focus on removing abandoned storefronts and attracting new establishments.
- **Improved Public Spaces and Amenities:** Suggestions include improved public transit, bus shelters, street furniture, and public wash facilities.
- **Support for the Unhoused:** There's a call for more support for unhoused individuals, including housing and public wash facilities, rather than criminalizing them.
- **Greener and More Sustainable Downtown:** Ideas include rooftop and pollinator-friendly gardens, edible landscapes, and a focus on environmental responsibility.
- **Parking and Traffic Management:** Suggestions include managing parking differently and reducing car traffic to create a more pedestrian-friendly environment.
- **Arts and Culture:** The importance of the arts and cultural spaces like Place des Arts is highlighted.

- **Community Collaboration:** Collaboration with the McEwen School of Architecture is suggested for urban design projects.

Word-for-Word Comments

- "Remove store sign when establishment is no longer there - like 'Fake News.'"
- "trees"
- "Streetlights at night"
- "Green spaces - more entertainment/dining (re) restaurants"
- "Pedestrian areas, less car traffic"
- "Less bankrupt businesses - we need businesses that will thrive."
- "Businesses need to stay open later many close at 4 pm?"
- "Safe urban living people need to be safe downtown."
- "Needs to be Clean + Inviting to the Masses."
- "MSDA, Place des Arts, YMCA, PEDESTRIANIZED DURHAM"
- "THE URBAN LANDSCAPE DOMINATED BY SITES OF DEMOLISHED BUILDINGS (USED AS PARKING) IS DEPRESSING & NEEDS A LOT OF LOVE"
- "HOUSING (INCLUDING FOR UNHOUSED PEOPLE)"
- "REGREENING (IN (IN EARNEST) EARNEST)"
- "INFILL PROJECTS (TO FILL THE 'MISSING TEETH' IN THE SMILE OF THE STREETScape)"
- "THE (MIS) TREATMENT OF UNHOUSED NEIGHBOURS"
- "MANAGE PARKING DIFFERENTLY"
- "IMPROVE PUBLIC TRANSIT & BUS SHELTERS"

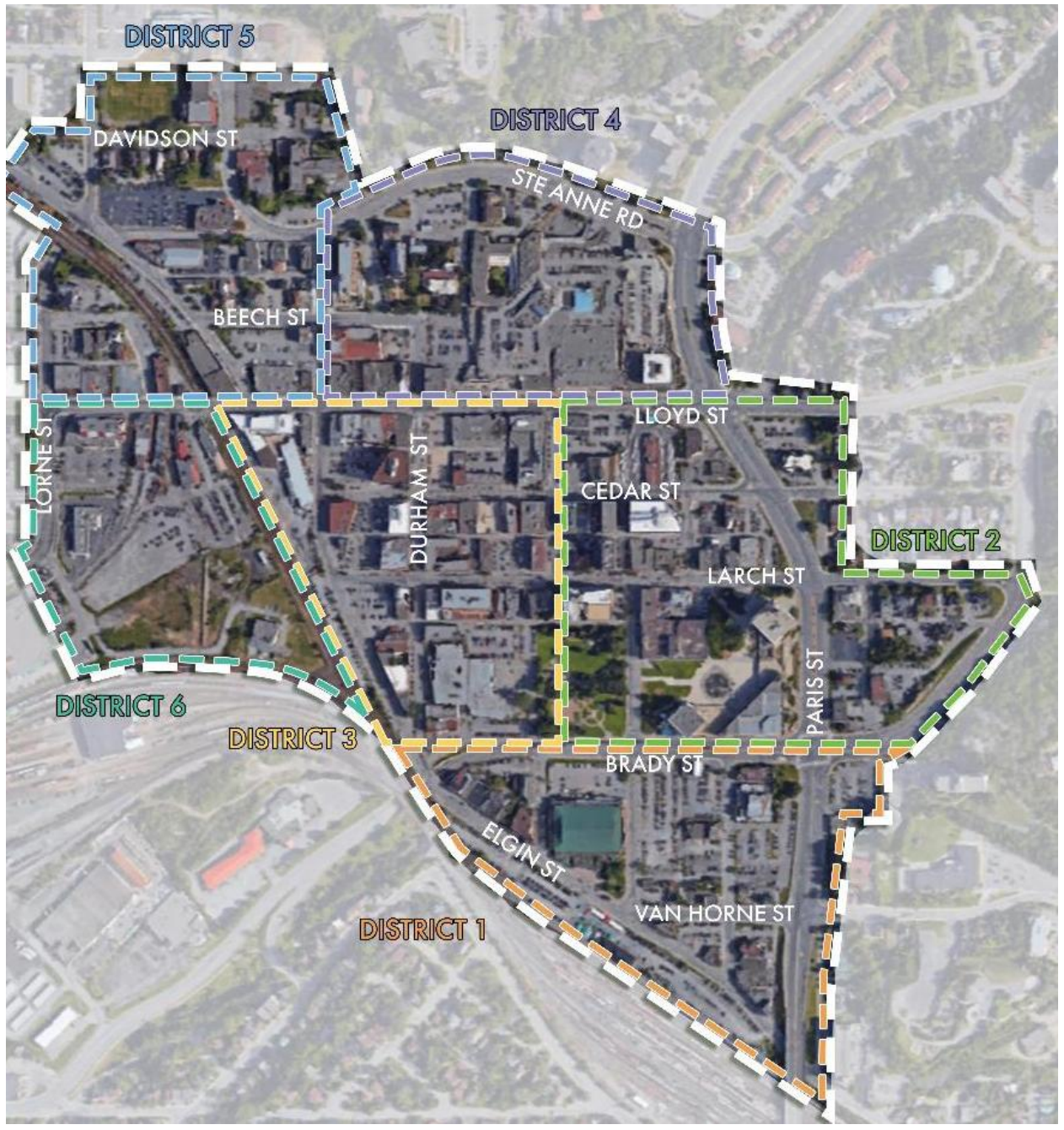
- "REGREENING, EDIBLE LANDSCAPES & MORE STREET FURNITURE"
- "MORE SUPPORTS FOR OUR UNHOUSED NEIGHBOURS (HOUSING, PUBLIC WASH FACILITIES) INSTEAD OF CRIMINALISING THE POOR"
- "ROOFTOP GARDENING & POLLINATOR-FRIENDLY GARDENS URBAN AGRICULTURE"
- "COLLABORATE MORE WITH THE MCEWEN SCHOOL OF ARCHITECTURE (PARTICULARLY M. ARCH THESIS STUDENTS YOU HAVE AN ENLIGHTENED THINK TANK DOWN THE STREET,"

Activity #3 – Mapping Activity Summary: Existing Conditions:

- **District 1:** Concerns about the urban landscape dominated by demolished buildings used as parking lots, safety issues at night, and the need for more green spaces and pedestrian areas.
- **District 2:** Feedback about a need for increased security, the potential for the area to become a cultural hub, and a desire for better connection to future developments like the Tom Davis Square.
- **District 3:** Comments on the need for more supports for unhoused neighbors, managing parking differently, and improving public transit and bus shelters.
- **District 4:** Suggestions for improved pedestrian access, the need for more mixed-use buildings with affordable housing, and concerns about the potential for the new arena development to leave much of District 1 as a parking lot.
- **District 5:** Desire for a community center with a focus on performing arts, improved wayfinding and communication through public signage, and the need for more family-friendly activities.
- **District 6:** Feedback on the negative impact of the railway lines, the need for more green spaces and trees, and concerns about the area being too dark and uninviting.

Suggestions for Improvement:

- **General:** More green spaces, trees, and pedestrian areas throughout downtown. Improved public transit and bus shelters. Increased support for unhoused individuals. A focus on re-greening and creating edible landscapes.
- **Specific Areas:**
 - **District 1:** Redeveloping demolished building sites, improving safety at night, and creating a more inviting atmosphere.
 - **District 2:** Strengthening the connection to future developments, increasing security, and creating a cultural hub.
 - **District 3:** Providing more support for unhoused individuals, managing parking differently, and improving public transit.
 - **District 4:** Developing mixed-use buildings with affordable housing, improving pedestrian access, and ensuring the new arena development doesn't negatively impact the area.
 - **District 5:** Creating a performing arts center, improving wayfinding and signage, and hosting more family-friendly events.
 - **District 6:** Addressing the negative impact of the railway lines, adding more green spaces and trees, and improving lighting and safety.



Indigenous Workshop (In Person)

January 21, 2025

Key Themes

- More outdoor events
- Improved safety in all areas
- Improved accessibility
- Have more programmed cultural events and spaces for Indigenous community members (e.g. a medicine garden)
- Prioritize actions to help homelessness and addictions issues

The themes summarized below include feedback from a handout that was circulated to participants during the workshop.

Things people loved about the downtown, including favourite memories:

- Attending festivals, plays and live music events
- The diverse range of restaurants and markets
- Local shops and workers are always friendly and welcoming
- There are many different services, activities and amenities close together
- Participants noted they value the connections that can be built through experiences wither Indigenous and Non-Indigenous community members can connect

What could be improved / changed:

- There is the need for a stronger Indigenous presence (e.g. signage in the Ojibwa language)
- Safety and security, especially for those who like to walk around
- Improved social supports for those struggling with mental health and / or addiction

Big ideas and innovative solutions:

- More nature, especially with an Indigenous focus
- Big cultural celebrations (e.g. live music and street festivals)
- Improvement in vibrancy and streetscaping

Feedback on the Vision for the Downtown:

- Inclusion of a land acknowledgement
- The use of more simplistic language
- Inclusion of Indigenous philosophies such as “mino-bimadiziwin” which translates to “living the good life”
- An increased emphasis and inclusionary practices and that the downtown will be a place for cultural humility and progressive growth.

Community Visioning - Session #2 (Online)

March 13, 2025

Mentimeter Results

Vision Statement:

- The following aspect resonated with the most participants: “Vibrant heartbeat of northern Ontario”, followed by the downtown having a “Welcoming Spirit.”

Economic resilience:

- The most common response for drawing in business was that the downtown acts as a hub for arts, culture entertainment and sports.
- The second most common answer was that the downtown is a centre for investment, innovation and creativity.
- Participants felt that the factor that least contributed to economic resiliency was the was the variety of exciting attributes in the downtown.

Connectivity & Public Realm:

- On a scale of 1 to 5 (with 1 being the least connected and 5 being the most connected), the majority of participants ranked the downtown as being a 4 for “connected, walkable and transit oriented.”
- The majority of participants felt that the downtown ranked a 5 for having an engaging public realm year-round.

Safety & Affordability:

- While there were mixed opinions about inclusivity and safety, the majority of residents still selected 5 when asked whether the downtown is inclusive of everyone, accessible and affordable, and a safe place to work, visit and live.

When asked what would complement the event’s centre well, common answers included:

- Public square or gathering space.
- Restaurants

- EV charging
- Park or green space
- Splash pad
- Housing

When asked about complementary uses / opportunities to utilize areas around the proposed Cultural Hub, common answers included:

- Kiosks / food trucks to attract foot traffic.
- Outdoor activity spaces (e.g. splash pad, skate park, etc.)
- Better infrastructure in Memorial Park
- Reduce the amount of bare / empty surfaces in the courtyard.
- Daylight Junction Creek
- Better maintenance / cleanliness of Memorial Park

When asked what participants would like to see in place of the Arena, common answers included:

- Adaptive reuse of the space
- Restaurants
- A hotel
- Housing or mixed-use commercial and residential
- Cultural business (e.g. museum or bookstore)

When asked what the barriers to development in the downtown were, common answers included:

- Lack of buy in from the community (“not in my backyard” ideologies)
- Aging infrastructure
- Safety and substance abuse issues
- Constraint of rail lands
- Complicated approval processes

General improvements:

- Increased spaces for youth, social gathering, and social enterprises
- More parking
- More community and cultural events such as street festivals
- Better connectivity between areas of the downtown

- A concert venue
- Safety needs to be a priority before other “additions.”
- Support for small businesses
- Exploration of incentives to occupy or adaptively reuse vacant buildings.
- More rental housing

When asked about uses or things that are needed to encourage more residential developments in the Downtown or make the Downtown more desirable, common answers included:

- Improved safety
- More diverse housing options
- More grocery options
- Incentives for developers to reduce high cost of downtown living.
- A reduction in parking minimums
- Better transit
- Later hours for local businesses

The Project Team has heard there are no visible 'entry' points into Downtown, where do you typically enter the Downtown from that could benefit from some improvements?

- St Ann Street
- Transit Terminal
- Elgin Road
- The Riverside Tunnel needs improved, and consistent care.
- All cycling options
- Froad Road
- Van Horne

Community Session #3

June 24, 2025

Key Themes

Parts of the Master Plan that resonate most with participants:

- Pedestrian connectivity
- Traffic calming measures
- Safety improvements
- Implementing the 2050 vision which feel inspiring and promising for creating a more vibrant downtown
- An increase in accessible services / programs
- Features what will help resilience to more extreme weather events
- The implementation of a cultural hub
- Events and arts areas
- Durham Shared Street concept
- The “Beauty” aspect of the plan – maintenance and cleanliness are of high priority
- Elgin Greenway

Programming:

- The most commonly selected answer for what kind of programming would you like to see was “other.” Common answers included:
 - A performing arts centre
 - A barbeque area
 - Kids parks / playgrounds, or other uses that encourage youth to play outside
 - Public art exhibits
 - Programs that are accessible to all
 - An inclusively and creatively designed outdoor training / fitness park
 - Public art exhibits
 - Bandstand / concert venue
- Outdoor skating rink was the second most common response
- Summer water features and fire pits / gathering spaces
- Skate Park was the least popular option

Special Event Streets:

- Commonly identified streets that could be used for “special events” included:
 - Durham Street, this was the most commonly noted
 - Elgin Street
 - Rue Lisgar
 - Minto Street
 - Larch Street
 - It was also noted that there should be dedicated pedestrian streets, that are prepared for this increase in activity and traffic rerouting

Parks & Plazas:

- Public spaces are currently in inaccessible areas
- Memorial Park was noted as needing the most improvement / investment into programming
- Tom Davies Square was also commonly noted as needing improvement
- Consider travel patterns, community hubs are often best placed in areas where there are key thoroughfares

Livability

- **Public Washrooms:**
 - Several Specific locations were identified (e.g. Tom Davies Square, Memorial Park, the train station parking lot, Elgin Street, etc.)
 - Location does not matter as much as number and maintenance
 - Should consider all types of “washrooms” (e.g. permanent, such as those in parks with sinks and several stalls, standalone stalls and porta-potty’s)
 - 24/7 access
- **Grocery Stores:**
 - Elm Place
 - Rainbow Centre
 - Utilize old retail spaces (such as unused banks or Ray’s Furniture) for grocery or other retail
 - Within proximity to other stores such as Shoppers Drug Mart
 - Preference of small independent butchers, delis and green grocers over chain grocers
 - Focus should be on prioritizing local vendors and social equity food businesses to increase access to food options

Other General Themes:

- **Cultural spaces:** there was widespread support for an increase in cultural and arts spaces such as a performing arts centre
- **All ages enjoyment:** there needs to be programming and activities that can be enjoyed by people of all ages and abilities
- **Pedestrian-Friendly:** the pedestrian environment should be safe and enjoyable and not solely feel like a mode of transportation
- **Public Amenities:** it should be a priority to implement more public toilets and showers and ensure these are well maintained
- **Safety:** the safety of all residents should be the main priority when considering changes to the downtown.
- **Social services:** social services such as the mission, homeless shelters, food banks, subsidized legal aid and mental health counselling should be made a priority. Supporting the community's most vulnerable will help create a sense of safety and security for the rest of the population and result in less "reactive" investment.
- **Displacement:** there should be focused efforts to make sure new uses do not displace the communities most vulnerable.
- **Environmental sustainability:** there is the desire to see public realm aspects implemented that help contribute to environmental sustainability such as stormwater planters, permeable pavers and real grass instead of turf on fields. Green roofs.
- **Prioritization of master plan themes:** it was noted that the theme of "Livability and Well Being" is the most important for Sudbury residents, but in the Master Plan it seems to be of lowest priority.
- **Connectivity:** the downtown is fairly large and spread out and some of the key uses that residents currently enjoy feel disconnected from each other. Improving the connectivity and cohesiveness of the downtown should be a priority.

Community Session #4 (In Person)

December 10, 2025

Overall Summary

The following is a summary of what residents wanted to see more of:

- Street trees and green spaces, including green roofs
- Bike parking
- A covered parking garage
- Garbage cans

When asked what excites participants most about the Master Plan?

- It can help the downtown become a more welcoming and interesting place

- It provides a sense of hope
- Improved access and connectivity, particularly for pedestrians
- The potential for a broader mix of housing that accommodates people of varying income levels
- Opportunities to improve climate resiliency

How will the plan effect you or the community?

- Become a more desirable place to visit, attracting more businesses and professionals
- The hope is for the master plan to make the city more desirable for newcomers
- It will provide an opportunity for the community to see their priorities reflected in development
- Easier access to necessities will help the downtown become more of a “destination” and add more entertainment value
- If done right, the Master Plan can improve safety for families and improve climate resiliency

Other general themes from the survey:

- **Coordination with other services:** working with Public Health is crucial to addressing the root issues of homelessness
- **Location of services:** libraries are best situated in communities / neighbourhoods, where people can drop in spontaneously. A central parking facility would be helpful in the downtown to support local businesses and ensure residents can easily access services and amenities
- **Maintaining strong communication:** between the city and small business owners through each stage of the Master Plan, as they are the groups of stakeholders that would hold the most valuable input throughout the project
- **Solutions to substance abuse:** a priority for the city should be finding ways to reduce drug usage in public places and implement more supports for those struggling with mental health and addiction

How would you like to be involved?

Participants noted that they would like to be continually involved through citizen advisory committees, and in-person roundtable sessions. There was commentary that there should be a greater push to promote engagement on the project as the website doesn't likely attract a wide array of demographics.

Appendix C

2024 Parking Study

The 2024 Parking Study can be found at the link here:

<https://overtoyou.greatersudbury.ca/43796/widgets/183725/documents/154600>